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ABSTRACT

This handbook defines the role of the trustee and identifies specific responsibilities and functions of the position. The step-by-step procedures with illustrations and checklists provide practical information and guidelines for librarian selection, planning and policy setting, facilities design and construction programs, funding and tax elections, employee policies and pay scales, community relations, continuing education for trustees, and library development in Louisiana. (RAA)

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HANDBOOK FOR
LOUISIANA LIBRARY TRUSTEES

TRUSTEE SECTION

LOUISIANA LIBRARY ASSOCIATION

1980

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To the Library Trustees of Louisiana:

That I am chairman of the Trustee Section of the Louisiana Library Association for the launching of the new trustee handbook is a happy circumstance. It has been a real pleasure to work with the committee in the culmination of this exciting project.

The purpose of the handbook is to define the role of the library trustee in its broadest sense. We are not professional librarians and bring to our boards diverse talents and abilities. Too often the specifics of the job are not clearly identified, and we must learn almost by assimilation exactly what it is we are expected to do.

Here set out in precise terms is a job description with all its ramifications. The position of a library trustee is far-reaching, encompassing much more than selecting the librarian and setting policy. In addition the trustee deals with such things as buildings and construction programs, funding and tax elections, employee policies and pay scales, and always public relations with the community. We are both to represent and serve the citizens, upholding the public trust at all times.

This handbook, with the mass of information under one cover, will be a guide to every trustee in the State of Louisiana. Its publication has been achieved through the contributions of many people. The handbook would not have been possible without the support of the Louisiana State Library and the Louisiana Library Association. It is the sum total of all these efforts, and I can take credit only for helping with the final push.

My thanks to all who have worked so hard.

Della K. Thielen, Chairman
Trustee Section
Louisiana Library Association

January 7, 1980

A NOTE OF HISTORY -- AND APPRECIATON

This handbook is closely modeled after the *Handbook for Ohio Library Trustees* published in 1978 by the Ohio Library Trustee Association. The editorial board for the Louisiana handbook found the Ohio handbook to be so practical and useful that they requested permission to use it as a model. For this permission, graciously granted by A. Chapman Parsons, Executive Director of the Ohio Library Trustee Association, we are deeply grateful.

Work on the Louisiana handbook began in February, 1977, when W. R. Alexander, Union Parish Library Board, and then chairman of the Trustee Section of the Louisiana Library Association, appointed a committee to develop a handbook to replace the one published by the section in 1961. The committee was made up of Mrs. Rita Hubbs, St. Charles Parish Library Board, Chairman; Mrs. Marguerite Godwin, Ouachita Parish Library Board; Mrs. Agnes Harris, Librarian, Ouachita Parish Library; Mrs. Faye Hood, Librarian, Jackson Parish Library; Kenneth J. Istre, Calcasieu Parish Library Board; Mrs. Betty Lester, Red River Parish Library Board; Mrs. Nelrose Sims, Richland Parish Library Board; Vivian Cazayoux, Associate State Librarian for Library Development; and Mrs. Sandra Cooper, Library Consultant, Louisiana State Library.

The committee worked through September, 1977, to develop a draft which for unavoidable reasons was never edited into final form for publication.

Mrs. Jean Calhoun, 1978-79 Section chairman, strongly supported the publication of the handbook and secured the initial funding for the project from the Trustee Section.

In July, 1979, Mrs. Della K. Thielen, Calcasieu Parish Library Board, and chairman of the Trustee Section, called together a group to consider how best to proceed to complete the handbook. In the meantime, the Ohio handbook had been published with Louisiana's own Minnie-Lou Lynch, Allen Parish Library Board, as consultant. The group decided that the Ohio handbook could be used as a model with necessary changes and additions to adapt it to Louisiana library laws, procedures, and practices. Some material is reproduced verbatim with permission, and appropriate acknowledgement is made in the text.

Mrs. Lynch was employed as editor, and Mrs. Thielen appointed an editorial board to advise and assist her. Serving on the board were Luella Snyder, Franklin Parish Library Board; Mrs. Lynda Netherland Lee, Librarian, Calcasieu Parish Library; and Vivian Cazayoux, recently retired Associate State Librarian for Library Development.

Mrs. Thielen also invited the members of the original committee to continue in an advisory capacity to review and approve the draft developed by the editorial board. The following members agreed to do so: Mrs. Godwin, Mrs. Harris, Mrs. Hood, Mr. Istre, and Mrs. Sims.

To purchase materials for the publication of the handbook, the Louisiana Library Association Executive Board approved the advancement of funds in September, 1979. The handbook will be sold at cost to reimburse the Association. Seven hundred fifty copies were printed to provide each trustee and library a copy as well as to take care of future needs.

We would like to express appreciation to Thomas F. Jaques, State Librarian, and many members of the State Library staff for their cooperation and service during the course of the project. For this support we are most thankful.

Vivian Cazayoux

PREFACE

An effective library trustee must know the responsibilities and opportunities inherent in the appointment.

As a holder of the public trust, the trustee adds a job of the highest community importance to an already busy schedule.

To make this book as useful as possible, it is designed for quick reference. It is a job description, with related materials, set out in ways which provide a brief overview of the major areas of trustee philosophy and activity. Appendices at the end of each section on blue paper provide detailed information when required. There are also reading lists and a section dealing with the Louisiana State Library.

The book is in loose-leaf form to permit the addition of local materials as well as additions and revisions which may be issued in the future.

Minnie-Lou Lynch
Editor

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INTRODUCTION

In Louisiana, public libraries are operated under the supervision of a board of control whose members are called trustees.

WHAT IS A LIBRARY TRUSTEE?

. . . A citizen appointed to work without pay on behalf of a publicly-financed institution --the public library.

. . . A citizen given individual responsibility but whose only authority is collective within the context of the board.

. . . A citizen charged with continuing responsibility to do whatever is necessary to provide good library service that meets community needs.

. . . A citizen committed to speak out on behalf of the library, both to publicize its services and to strengthen public support.

A library trustee is a holder of the public trust.

THE PUBLIC TRUST

As a library trustee, you should recognize that there are four factors inherent in the public trust:

1. Accountability
2. Authority
3. Responsibility
4. Opportunity

When you accepted appointment on the library board, you became accountable to the public for the kind and quality of library service delivered to the community.

You have the authority, in concert with the other trustees, and the responsibility, individually and with your board, to provide good library service for your community, as the enabling law sets out, ". . . as the public demands require." You are accountable to the public for how well you use your authority and discharge your responsibilities.

As a trustee, you have the opportunity to work toward the very best possible library service for your community, and this is worthy of your best effort.

Consider the institution on whose behalf you work: the public library is the base on which much of the community's education rests. It is a prime local source of individual enrichment, self-education, cultural growth, information, and refreshment. Its service is for everyone of any race, age, or physical condition, and is free to all. A good library is as necessary to the total health of a community as a good water supply or a good school system.

The public library deserves to be in the hands of effective trustees who take their public trust seriously, accept their responsibilities, and recognize and use their opportunities.

THE EFFECTIVE TRUSTEE

To be effective, you must bring certain tools to the job. Among these are:

1. TIME

    to attend meetings

    to find out how the library operates

    to learn your role as a trustee

    to think and talk to others about the library's services and potential services

2. WILLINGNESS

    to work with others, both trustees and librarians, in a team effort

    to read library publications in order to learn more about libraries and library services and to keep up-to-date about events and developments

    to resist outside prejudice and pressure

    to stand firm on board decisions

    to support policies and programs of your library

    to use your special talents and competencies in your library's behalf

3. PERCEPTION

    that you will be a promoter and supporter of library service in your parish, never its adversary

    that you will speak affirmatively on behalf of the library at every opportunity

4. COURAGE

    to take full responsibility for the library's continued existence and future growth

    to be a vital force in the fight for a good library

    to stand up for what is best for the library

5. ENTHUSIASM

    for your library's role in the community

    for your unique opportunity as one of its trustees

6. COMMITMENT

to library excellence as necessary to the community's well-being

to the belief that the library is worth all the effort you can give it

to the determination to be an effective trustee

If you do not have these tools, or do not propose to get them, you should consider resigning.

Most Louisiana library trustees take their public trust seriously; as a result, Louisiana libraries exhibit their present state of development.

The following chapters are offered to allow you and other serious and dedicated trustees to perceive your role more clearly, to improve your skill, and to sharpen your ability.

I. TRUSTEE RESPONSIBILITIES

Basic to good performance on the job is a thorough understanding of what it entails.

FIRST FACTS

Every trustee on a board must operate from a shared background of fact. Each must be familiar with the Louisiana law governing parish and municipal libraries, must be aware of state and national library standards, and must know to what degree the local library satisfies those measurements. (See p. 11 Appendix: **Louisiana Revised Statutes 25:211-223** and p. 141 Section XII: **Standards.**)

LEGAL REQUIREMENTS

The trustee is legally appointed, so it is not surprising that there are some legal requirements. Trustee powers and duties are set out in R.S. 25:215 and are specifically assigned to the trustee acting within the board structure.

All authority for operation of the library resides in the board, meeting and taking action as a quorum. No authority resides in the individual member; trustees need to remember that. Individual trustees do not have power or authority to commit the library or to speak for the board, unless so authorized.

Each Louisiana library board is a body politic charged by legislative action with broad powers: ". . . shall have authority to establish rules and regulations for its own government and that of the library. . ." It should be noted that in Louisiana library law the library board is called "the board of control": there are implications of highest responsibility in this language.

"Establish rules and regulations" should be reduced to more manageable terms, but before it is stated what library trustees do, it should be stated what they do not do. The library board does not "run" the library; rather, the board sees that the library is "run" by hiring a professional librarian who administers the library according to the board's written policies.

LIBRARY BOARD RESPONSIBILITIES

1. employ and/or dismiss the library director and approve appointment of staff
2. establish written policy
3. secure adequate funding
4. approve budget
5. provide and maintain:
    a. facilities
    b. resources
    c. services
6. develop the library's plan of service
7. tell the library story affirmatively and participate as appropriate in a planned program of public relations

8. utilize opportunities for continuing education

A trustee who discharges all of these broad responsibilities will have enough to do without encroaching on the library director's job of day-to-day operation of the library. (See p. 17 Appendix: **Library Trustee Guidelines.**)

Librarians and trustees are interdependent. The following chart shows that lines are usually clearly drawn between trustee responsibility (policy-making) and library director responsibility (policy-execution).

THE BOARD	THE LIBRARY DIRECTOR
A. Policy Making	
1. Determines the goals and objectives of the library and methods of evaluating progress toward meeting them.	1. Provides assistance and direction to the board in setting goals and objectives and determining methods of evaluation.
2. Considers what policies are needed to carry forward the library's plan most effectively.	2. Recommends policies needed. Advises board on merit of decisions it is considering.
3. Officially adopts library policies.	3. Administers library in accordance with adopted policies. Interprets policies to staff and public.
4. Establishes policies dealing with material selection, print and non-print.	4. Selects and orders all books and other library materials, print and non-print.
B. Administration of the Library	
1. Has indirect responsibility through the employment of a library director and the adoption of plans, policies and budget.	1. Has direct responsibility for administration of the library within the framework of the board's plan, policies, and budget.
2. Keeps in touch with library's progress and problems through librarian's reports, personal use of the library, and feedback from the public.	2. Reports at each board meeting and in other ways keeps board informed of library's progress and problems.
C. Personnel	
1. Employs library director and confirms staff appointments.	1. Employs and supervises staff.
2. Sees that personnel policies provide fringe benefits, such as vacation, sick leave, and compatible working conditions. (Insurance plans are recommended but not mandated. Opportunities for professional growth should be considered.)	2. Recommends needed improvement in working conditions, fringe benefits, and salary scale.

THE BOARD	THE LIBRARY DIRECTOR
3. Provides adequate salary scale for staff.	3. Utilizes skills and initiative of staff members to the library's advantage.
4. Develops criteria for evaluating library director's effectiveness.	4, Suggests basis for evaluation criteria and provides materials for board study. Maintains records of personnel evaluations.

D. Budget

THE BOARD	THE LIBRARY DIRECTOR
1. Scrutinizes preliminary budget submitted by library director, makes necessary changes, officially adopts budget. Explores and considers all ways of increasing library's income through new sources and cooperating with other libraries or agencies.	1. Prepares preliminary budget recommendation based on present and anticipated revenues and needs in relation to the board's plan for library growth. Calls board's attention to ways of stretching budget through cooperation with other libraries or agencies.
2. Authorizes expenditures in accordance with the budget.	2. Decides on use of money on the basis of the approved budget.

E. Board Meetings

THE BOARD	THE LIBRARY DIRECTOR
1. Attends and participates in all regular and special meetings.	1. Attends all regular and special board meetings except those at which library director's employment, salary, or performance are to be considered.
2. Maintains "open meetings" as required by law.	2. Gives appropriate public notice of meetings.
3. Approves minutes.	3. Acts as secretary to the board, prepares agenda, provides minutes.

F. Public Relations

THE BOARD	THE LIBRARY DIRECTOR
1. Establishes and participates in planned program of public relations.	1. Maintains an active program of public relations.
2. Serves as "connecting link" between the library and the community, interpreting the one to the other.	2. Interprets board policies to staff and public and involves library in community activities.
3. Keeps political fences mended.	3. Keeps political fences mended.

G. Continuing Education

1. Reads trustee materials and library-related publications.	1. Calls significant materials to attention of library board.
2. Sees that new trustees have planned orientation.	2. Organizes orientation of new trustees.
3. Attends district, state, and national trustee or trustee-related meetings.	3. Informs trustees of important meetings and workshops for them to attend. Urges travel support in budget.
4. Belongs to the Louisiana Library Association, the Southwestern Library Association, and the American Library Association.	4. Urges payment of dues in budget.

H. Planning for the Library's Growth

1. Analyzes the community and considers library's strengths and weaknesses in relation to it.	1. Suggests and provides materials for community analysis. Helps analyze the library's strengths and weaknesses.
2. Sets goals and adopts short and long-range plans for library's growth.	2. Recommends plans for library's growth and means for implementing plans.
3. Sets priorities and decides on course of action to implement plans.	3. Administers library in terms of plans adopted by the board.
4. Considers the advantages of membership in a library system.	4. Supplies materials allowing board to become knowledgeable about library systems.

Further board and library director responsibilities involve the governing authority. The following chart sets out these interrelationships.

Board	Library Director	Governing Authority
1. Sends to governing authority names of persons recommended for appointment to the board.	1. Informs board when new appointment is necessary. Reminds secretary of governing authority.	1. Appoints board members. (Police jury president is a voting, ex-officio member, or may designate a jury member as alternate.)
2. Requests tax election. Requests and justifies millage. (Some libraries are supported by direct appropriation from the governing authority.) Works to insure tax passage.	2. Provides counsel and documentation. Helps to plan educational information for the tax election.	2. Sets millage after consultation with board. (Some libraries are supported by direct appropriation from the governing authority.) Calls tax election.

Board	Library Director	Governing Authority
3. Board president or designee approves expenditures.	3. Prepares list of claims for approval.	3. Levies library tax millage annually. Procedure for handling of funds and payment of expenses varies from parish to parish. Police jury may charge for bookkeeping, administrative, and clerical services. (See p. 17 Appendix: **Louisiana Revised Statutes 33:1236 No. 35.**)
4. Approves purchase of major furniture or equipment needed.	4. Advises of needs and provides specifications.	4. Advertises for bids and awards contracts on purchases over $2,500.
5. Decides on property to be leased.	5. Locates property, counsels board, and negotiates with landlord.	5. Approves and signs lease.
6. Decides on appropriate property and mode of financing (from budget, bond issue, new tax, etc.) (See p. 113 Section IX: **Construction.**)	6. Helps to locate property and negotiates with seller.	6. Approves selection, purchases property, and takes title.
7. Works to insure a good political climate. Appears before governing authority to report or commend from time to time.	7. Provides background information to board members. Offers services to governing authority members.	7. Makes agenda time available to board when it is requested.

Appendix 1

LOUISIANA REVISED STATUTES 25:211-223

PARISH AND MUNICIPAL LIBRARIES

Sec.

211. Establishment by parishes or municipalities.

212. Ordinances creating library; place of establishment; branch libraries.

213. Funds for acquiring site or construction of buildings; anticipation of revenues; bond issues; special tax.

214. Board of control; members, appointment and terms of office.

215. Duties and powers of board; employment of librarian, assistants, etc.

216. Reports to Louisiana state library, persons required to make.

217. Funds for maintenance and support; special taxes; libraries jointly established; sharing of expenses; payment for library service.

218. Costs of parish library, how borne; exclusion of municipalities within parish.

219. Municipal libraries, consolidation with parish library; assumption of trusts etc., by parish.

220. Payment of maintenance costs and other expenses.

221. Gifts and contributions, acceptance by board of control.

222. State board of library examiners; creation; members, appointment and terms of office; duties; examination of applicants; fee for examination and certificate.

223. Reports by board of examiners to state library.

Sec. 211. Establishment by parishes or municipalities

The governing authority of any parish or municipal corporation, the City of New Orleans and Parish of Orleans excepted, may of its own initiative create, establish, equip, maintain, operate and support a public library in such parish or municipality and shall create, establish, equip, maintain, operate and support such a public library when not less than twenty-five per cent of the duly qualified property taxpayers resident in such parish or municipality shall petition the governing authority thereof to establish such a public library for such parish or municipality. Provided that two or more parishes may join in the establishment of a public library to be supported and maintained by them jointly in the proportions as may be determined by the police juries of the respective parishes or other governing authority; and provided that a parish and one or more municipal corporations may jointly establish, maintain and operate a public library; and provided also one parish or municipality may contract with another parish or municipality to furnish library service upon such terms and conditions and for such considerations as the governing authorities concerned may stipulate and agree by written contract pursuant to ordinances duly passed by them.

Sec. 212. Ordinances creating library; place of establishment; branch libraries

A public library under this Part shall be created by an ordinance regularly passed and adopted by the police jury of the parish, or other governing authority thereof, and the municipal council or other governing authority of such municipality. All parish libraries shall be established at the parish seat and the municipal libraries within the corporate limits of the municipality so creating and establishing them. Provided that branch libraries may be established and maintained by either a parish or municipal library as the public demands require.

Sec. 213. Funds for acquiring site or construction of buildings; anticipation of revenues; bond issues; special tax

For the purpose of acquiring sites or erecting buildings thereon or additions thereto including furniture, fixtures and equipment for public libraries, the governing authority of the parish or municipality as the case may be, may either:

(1) Anticipate the revenues of the parish or municipality and issue bonds or certificates based thereon, as provided by law; or

(2) Issue negotiable bonds and thereafter levy and collect taxes to pay and retire the same, if so authorized by the vote of the property taxpayers voting at an election to be called and held for that purpose in the manner provided by law; or

(3) Levy a special tax, under the provisions of Article X, Section 10 of the Constitution of 1921, as amended.

Notwithstanding any other provision of law to the contrary, the St. Charles Parish Police Jury and the St. John the Baptist Parish Police Jury may authorize the St. Charles Parish library board and the St. John the Baptist Parish library board to use a portion of the millage dedicated to them for maintenance and support of the public library for any of the purposes set forth in this Section.

Sec. 214. Board of control; members; appointment and terms of office

A. The governing authority of the municipality shall, in the ordinance creating a public library, name and appoint five citizens of the municipality as a board of control for such public library to serve for terms of one, two, three, four, and five years, the successors of whom shall each be appointed for a term of five years. The mayor of the municipality shall be ex officio, a member of the board of control of such public library, provided however that he shall have the right to designate another member of the governing authority of the municipality to serve in his place and stead on the board of control of such public library.

B. The governing authority of the parish shall, in the ordinance creating a public library, name and appoint, at its option, not less than five citizens nor more than seven citizens of the parish as a board of control for such parish library to serve for terms of one, two, three, four, and five years, the successors of whom shall each be appointed for a term of five years. The president of the police jury shall be ex officio, a member of the board of control for such public library, provided however that the president of the police jury shall have the right to designate another member of the governing authority of the parish to serve in his place and stead on the board of control of such public library.

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C. The provisions of this Section shall not apply to the parish of Orleans.

Sec. 215. Duties and powers of board; employment of librarian, assistants, etc.

A. The board of control shall meet and organize immediately after their appointment and annually thereafter and elect a president, vice-president, secretary, and treasurer, whose duties shall be those customarily exercised by such officers. The board of control shall have authority to establish rules and regulations for its own government and that of the library not inconsistent with law; to elect and employ a librarian, and, upon the recommendation and approval of the latter, to employ assistant librarians and other employees and fix their salaries and compensation; provided that no contract of employment shall be made for a longer period than four years nor with any person as head librarian who has not been certified by the State Board of Library Examiners as provided in R.S. 25:222. The head librarian may be appointed or elected secretary of the board of control.

B. The administration of and accounting functions of the St. John the Baptist Parish Library Fund are hereby transferred from the St. John the Baptist Police Jury to the St. John the Baptist Parish Library Board of Control, effective February 1, 1979.

Sec. 216. Reports to Louisiana state library, persons required to make

The president of the board of control and the librarian of every public library established and maintained under this Part shall make annual reports to the Louisiana State Library giving such statistics and other information as may be required by it, such reports to be made at such time and on such blanks or forms as the Louisiana State Library may require and provide. The governing authority of the parish or municipality establishing the public library and creating the board of control may also require reports annually or quarterly or both of the board or its president.

Sec. 217. Funds for maintenance and support; special taxes; libraries jointly established; sharing of expenses; payment for library service

The governing authority of a parish or municipality establishing a library under the provisions of this Part may, on its own initiative and shall, when requested by a petition of not less than twenty-five per cent of the duly qualified property taxpayers resident, submit to the property taxpayers a proposition to vote a special tax within the limitations as to millage and years, as provided by the constitution and laws of this state for the maintenance and support of such public library and its branches, which tax, if voted, shall be levied and assessed annually as authorized by the voters and collected and used exclusively for the support and maintenance of the public library. In all cases where a public library is jointly established and maintained, each parish and municipal corporation concerned shall contribute its pro rata or equitable share of the costs and expense and each shall be as nearly as possible equally represented on the board of control, the presiding officer of each governing authority being an ex officio member thereof. Parishes or municipalities receiving library service from another parish or municipality may contract and pay for the same either out of general funds or out of special funds voted, levied and collected for the purpose, and the parish or municipality receiving such funds for such service shall use and expend the funds for library purposes only.

Sec. 218. Costs of parish library, how borne; exclusion of municipalities within parish

The costs of establishing and maintaining a parish public library shall be borne by the entire parish including the incorporated towns therein and all taxes levied and assessed, whether general or special, for the establishment, support and maintenance of such parish public library shall be borne proportionately by all of the property of the parish including that within incorporated municipalities, unless in the ordinance creating the parish public library the municipality is expressly excluded because of its exemption from parochial taxation or because such municipality owns, maintains and operates its own public library, and in such cases will not be entitled to library service, except upon such terms and conditions as may be agreed upon as provided in R.S. 25:211. Nor shall the residents or taxpayers of such excluded municipality be counted in making up the number of petitioners required in R.S. 25:211 and 25:217.

Sec. 219. Municipal libraries, consolidation with parish library; assumption of trusts, etc., by parish

Municipalities already owning and maintaining public libraries may consolidate the same with the parish public library, either the head library, if located in the parish seat, or a branch library, if located elsewhere in the parish, upon such terms and conditions as may be agreed upon between the governing authorities of the parish and municipality affected by ordinances regularly and legally passed and adopted evidencing such a merger and consolidation; provided that in all cases where the municipality has bound or obligated itself to maintain and support the public library, in order to keep inviolate any trust, gift or bequest for such purposes, the parish into which such municipal library is merged shall assume and become responsible for the faithful performance of the obligation and the execution of the trust assumed by the municipality.

Sec. 220. Payment of maintenance costs and other expenses

The expenses or costs of maintenance of a public library established under this Part, including the salaries of librarian, assistants, and other employees as well as all other incidental expenses, shall be paid monthly by the governing authority establishing the library, upon the approval of such expenses and maintenance costs by the board of control of such library, out of the funds specially budgeted from the general fund for library purposes and, in default thereof, out of the special taxes voted, levied and collected by the governing authority for the library's support and maintenance. The board of control may delegate to the president or one of its members the duty of approving such monthly expenses and maintenance costs.

Sec. 221. Gifts and contributions, acceptance by board of control

The board of control of every public library created and maintained under the provisions of this Part may receive and accept unconditional gifts, donations and contributions from individuals and corporations, but no gifts or donations conditionally made shall be accepted without the approval of the governing authority of the parish or municipality creating the public library. All moneys, property, and other things of value given or contributed to a public library shall be turned over to the treasurer of the board of control and shall be expended or invested by the librarian with the approval of the board of control.

Sec. 222. State board of library examiners; creation; members, appointment and terms of office; duties; examinations of applicants; fee for examination and certificate

There is created a State Board of Library Examiners to be composed of three members, all of whom must be experienced and trained librarians, appointed and chosen by the Board of Commissioners of the Louisiana State Library for a term of four years who shall serve without pay. The members of the board shall meet and organize and elect one chairman and a secretary. The board of library examiners shall have authority to establish rules and regulations for its government and prescribe examinations, qualifications, conditions and requirements for those seeking certificates or permits to practice the profession of librarian. The board shall hold at least one examination a year for the purposes of examining applicants for certificates as librarians at the office of the Louisiana State Library in Baton Rouge and may hold other examinations at other places in the state as may suit the convenience of the board and the applicants.

All applicants for the certificates as librarian shall be required to deposit and pay to the Louisiana State Library a fee of five dollars; if the applicants are successful in the examination, they will be given a certificate by the board of examiners. All fees collected by the board shall be turned over by it to the Louisiana State Library to defray the incidental expenses for certificates, traveling expenses, stationery, postage, and the like.

Sec. 223. Reports by board of examiners to state library

The board of library examiners shall report annually to the Louisiana State Library furnishing such statistical information as may be required by it.

Appendix 2

Library Trustee Guidelines

Much trustee literature is burdened with rationale and semantics; the following guidelines are a point of departure...

by Jack Short

An examination of the state of library trusteeship today would show that of America's sixty thousand library trustees, most are functioning with a limited grasp of the implications of their trusteeship. It is natural that this be so in that library trustees represent a wide and diversified range of background and experience.

The quality of our library trusteeship effort can be enhanced if we effectively utilize the insights and experience of other trustees.

Much of the current library trustee literature is heavily burdened with rationale and exercises in semantics. The following guidelines have been stripped of excess verbiage and are simply a point of departure for further discussion and amplification. There is no significance to the sequence of items. Some points are obvious—some perhaps new to you. What is important is to creatively relate them to *your* library board needs.

☐ Resign from the library board if you cannot give adequately of your time.

☐ Be aware of the implications of modern library service. Too many libraries are nothing more than charming reading rooms.

☐ Many trustees do not understand their function. Confusion is endless as they meddle in staff scheduling and bending rules for friends, but ignore their responsibility for planning policy, anticipating trends (with the help of the librarian) and supporting their librarian in times of stress.

☐ Pay librarians professional salaries and in return demand professional competence.

☐ Thoroughly understand your budget. Don't reluctantly release funds in a miserly fashion but rather freely send them forth based on the knowledge that an informed, talented professional has pegged them for a well-defined need.

☐ Do not undermine administrative effectiveness by placing yourself between director and staff.

☐ Much potential library service is denied communities because trustees meet and make decisions entirely independent of the librarians' participation.

☐ When making decisions, define the problem, expectations, and alternative solutions. Know what to do once the decision is reached.

☐ Visit nearby libraries. On occasion sit in on their board meetings.

☐ The trustee must take an aggressive and dynamic role in the pursuit of library legislation.

☐ Encourage staff to present solutions—not problems.

☐ Develop orientation programs for new trustees. Encourage the development of a trustee manual.

☐ Library board terms should be staggered to reflect new and old membership. Avoid the self-perpetuating board.

☐ Library service must be for everyone and all segments of the community should be represented on the library board.

☐ The library director who fails to exercise leadership and tolerates poor standards of library service should be replaced. Your participation in State, regional, and national trustee meetings will aid you in making this evaluation.

☐ Read professional publications such as *Library Journal* and *American Libraries*.

☐ Many trustees are the result of prestige or political appointments and really are not library oriented. They have little contribution to make, yet they will not resign. Most of them cause no trouble, but progress and real service in this day of the hard dollar are handicapped by their apathy.

☐ Hiring a new director is one of the

most important tasks of the trustee. Take your time and have lots of in-depth conversations with the candidates. Remember that a library science degree does not automatically produce a professional librarian.

☐ Unions are a fact of life for some libraries. Keep informed.

☐ Often too much time is spent looking for the answer instead of the problem.

☐ A librarian must understand his community. This mandates time away from the library building and being out in the community.

☐ Library needs, unlike paintings, are never completed. Library needs are always in a state of flux. Do not be turned aside by that flux and turmoil, but rather respond to it.

☐ Know well the role of the library but know well also the missions and capabilities of other institutions that make up the educational and communications milieu.

☐ Expanding knowledge and limited funding mandate institutional centralization. Support planning that leads to maximum library service for the greatest number of persons.

☐ Meet with elected State representatives often enough so that they know your library's needs.

☐ Be aware of library standards and how your particular library compares.

☐ Be wary of discussing problems instead of solving them.

☐ Avoid excessive and unneeded committee meetings.

☐ On an individual basis give financial support to the Washington Office of the American Library Association.

☐ Well-defined library policies are a must. Regular analysis of established policies is essential to a growing and vital library.

☐ The dialogue at board meetings is often nothing more than the rearranging of deck chairs on the *Titanic*. Are you guilty?

☐ The library represents individualized service in a mass society. Individualized service demands a multitude of approaches. Keep the open mind.

☐ Take calculated risks based on sound decision-making.

☐ The library is not a place—it is a process.

☐ Use the resources of your State Library. It is imperative that the state provide supportive services to library trustees.

☐ Ask for the rationale behind expenditures but do not fall into the trap of being a pseudo-professional.

☐ How do we energize creative thinking at the dull, tedious, everyday, basic level of library operations? This is where progress will be made, not in grandiose schemes.

☐ There is often a lack of honest communication between librarian and trustee.

☐ Libraries need operative plans which include a grasp of highly volatile short range objectives and long range goals.

☐ Expand your vision to grasp the full dimension of what library service can be.

☐ Don't depend on facts alone. They are all in the past.

☐ Unwritten policies represent one of the greatest dangers for library boards.

☐ Agitate for reasonable funding of libraries at the local, State, and national levels.

☐ Be aware of the need for professional public relations activities.

☐ Avoid administrative strait-jacketing. Know the implications of your trusteeship. Keep exploring and probing.

☐ Meaningful agendas lead to good meetings. Avoid a routine design and allow time for in-depth discussions of library concerns.

☐ Promote the establishment of "Friends of the Library" groups.

☐ Don't let your response always be that of *reaction* to a situation or condition. Use dynamic and creative thinking to improve the library before problems arise.

☐ It is as dangerous to decide too soon as too late.

☐ Librarian and library trustee are not in separate pursuits. We share a common objective. We are together, hoping and striving to improve the society in which we live.

Mr. Short is a trustee of the Public Library of Avon, Connecticut and past president of the American Library Trustee Association.

From: *Pennsylvania Library Association Bulletin*, March 1975. pp. 29-30.

Appendix 3

LOUISIANA REVISED STATUTES 33:1236 #35

Sec. 1236. Powers of police jury

(35) In the event that the police jury office renders services, such as bookkeeping, administrative, clerical or other services to boards, agencies, districts or other subdivisions, the police jury shall have the authority to prepare a budget for the administration of the police jury office and shall prorate the cost of operation over the various accounts handled by it. The allocation shall be made proportionately in the ratio that the taxes collected on accounts bear to the total amount of taxes collected by the police jury. In no event will any allocation be charged to any account unless services such as described herein are rendered.

As of 1978, only nine parish libraries were being charged for services rendered by the police jury.

SUGGESTIONS FOR FURTHER READING

ALA Yearbook. Chicago, American Library Association, Annual. (Refer to index for articles of interest.)

The Bowker Annual of Library and Book Trade Information. New York: Bowker, Annual.

Bruton, Quintetta. "What Makes a Good Library Trustee?" *Public Library Trustee,* March, 1967. p. 4.

Casey, Daniel W. "Why Public Library Trustees? Here's Why!!" *Public Library Trustee,* March, 1978. pp. 3-4.

Kessler, Selma P. "The 'Identity Crisis' of the Public Library Trustee." *Public Library Trustee,* June, 1979. pp. 1-4.

Mathews, Virginia H. *Libraries for Today and Tomorrow.* Garden City: Doubleday, 1976.

Mehaffey, Kathleen. *The Librarian as Administrator of the Small Public Library.* Small Libraries Publications, No. 2. Chicago: American Library Association, 1978.

Sinclair, Dorothy. *Administration of the Small Public Library.* 2d ed. Chicago: American Library Association, 1979.

Sprague, Russell E. "What Produces Dedicated Trustees?" *Louisiana Library Association Bulletin,* Spring, 1962. pp. 17-18.

"A Synthesis of Generally Recognized Duties, Functions, and Responsibilities of Public Library Trustees." *Public Library Trustee,* December, 1968. p. 3.

"Trustee Checks His Public Library." *Public Library Trustee,* September-December, 1970. Supplement.

Young, Virginia G. "Library Governance by Citizen Boards." *Library Trends,* Fall, 1977. pp. 287-297.

Young, Virginia G., ed. *The Library Trustee: A Practical Guidebook.* 3d ed. New York: Bowker, 1978.

Young, Virginia G. "Responsibilities of Trustees: Collective and Individual." *Library Trends,* July, 1962. pp. 39-53.

Young, Virginia G. *The Trustee of a Small Public Library.* rev. ed. Small Libraries Publications, No. 1. Chicago: American Library Association, 1978.

II. BOARD ORGANIZATION

The library board represents the public which owns the library, and which expects the library to be operated in ways that will be most beneficial to the most people. Good organization, therefore, is mandatory.

Louisiana law provides for the appointment of trustees, specifies the number, and identifies the appointing body. (See p. 12 Appendix: **Louisiana Revised Statutes 25: 214.)**

Of utmost importance to the public, of course, is not how many trustees, or by whom appointed, but is rather how effective and committed the trustees are. Unfortunately, there is no way for the law to guarantee good appointments to the board.

Therefore, the board should be aggressive in pointing out to the appropriate appointing body criteria for selection of new members and in making suggestions of qualified persons who could serve effectively. Nepotism should be avoided as a matter of policy. (See p. 25 Appendix: **Selection and Appointment of Board Members.)**

New members of the board should immediately be given sufficient orientation to enable them to begin to be useful to the library. Attention should be given to the new members for several months to insure a clear understanding of problems and responsibilities as they arise. (See p.27 Appendix: **Learning the Job of Trustee.)**

Neither new nor old trustees should ever forget the necessity of friendly relations with the appointing body. The library director should be urged to be aggressive in suggesting services of the library that might be useful to such governmental officials. Board and staff should use every opportunity to present the library as an important community resource--a public utility to be used and useful in the public service. The presence of the president of the police jury or his designee as an ex-officio member of the board offers many opportunities to interpret the library to the jury.

OFFICERS

State statutes provide that each library board of trustees shall meet annually and select from its membership a president, vice president, secretary, and treasurer for a term of one year. The law states that the board may appoint the library director to be secretary; this is what is most often done.

MEETINGS

Louisiana law states that library board meetings should be open to the public, except in certain specified instances. Public awareness of the library can only be beneficial in the long run; therefore, the news media should be encouraged and urged to attend the board meetings, and report them fully. (See p. 29 Appendix: **Meetings of the Library Board.)**

Any citizen choosing to attend a board meeting as a spectator should be given a warm welcome. Never forget it: the public owns the library. Trustees operate the library on behalf of the public.

Regular meetings should be held on a schedule set out in the bylaws. Special meetings may be called to handle unusual situations or problems. If the board enters into an executive or closed session for any purpose, it must be remembered that no action can be taken at that session. All action must be taken in an open meeting.

The library director should attend all meetings except those at which salary or tenure relating to the director is being discussed. The library director may, at the discretion of the board, attend a meeting at which the director's salary requirements are to be negotiated.

BYLAWS

Every library board should adopt bylaws, rules, and regulations covering meetings of the board and policies for operation of the library. Bylaws should be brief and concise. (See p. 31 Appendix: **Sample Bylaws.)**

They should cover:

1. Time and place of regular meetings
2. Method of calling special meetings
3. Quorum--what constitutes a quorum of the board?
4. Duties and powers of officers
5. Order of business for meetings; for example:
   Roll call
   Approval of minutes
   Correspondence and communications
   Report of library director
   Financial report
   Reports of standing committees
   Reports of special committees
   Unfinished business
   New business
   Adjournment
6. Agenda
7. Appointment and duties of committees
   The bylaws should provide a procedure for appointing special or standing committees to deal with finance, personnel, administration and buildings as needed.
8. Hearings before the board
   A procedure should be set forth in bylaws permitting people to appear before the board to make requests or offer their views on the library's operation.
9. Amending bylaws
10. Required reports
11. Parliamentary authority
12. Rules, regulations, and policy statements

Appendix 4

SELECTION AND APPOINTMENT OF BOARD MEMBERS

Louisiana law (R.S. 25:214) states that the governing authority of the parish or municipality shall appoint the library board of control and provides that the board shall consist of not less than five members nor more than seven members, at the option of the governing authority. The term of office is five years.

The governing authority must be made aware of the importance of the board and the importance of choosing members with desirable qualifications. The possibility of the selection being left to chance or political patronage is thus reduced.

Selection

Qualities that should be sought in prospective board members include:

1. The capacity to envision what library service should mean to the community.
2. Readiness to devote time and effort to carrying out the duties.
3. Knowledge of the community and an active involvement in its services, its interests, and its resources.
4. Ability to work cooperatively as a member of a dedicated team.
5. Initiative and ability to establish policies for successful operation of the library and for impartial service to all its patrons.
6. Courage to plan creatively, to carry out plans effectively, and to withstand pressures and prejudices.
7. Enthusiasm of the contagious variety.

The board should also be considered as a whole. Today the library has a new and increasing importance as a resource center for the total community and board members should represent a cross-section of the community. If they are not themselves representative, they must remember their obligation to represent the following:

1. A diversity of interests.
2. A balance of age and socio-economic levels.
3. Experience and/or knowledge in a variety of fields.

Appointment

The appointing body should be notified immediately of any vacancy and should make appointments promptly. In the notification, the board should re-emphasize the board's importance, list the qualifications they would like to see in a new member, and suggest names. Nepotism should be avoided.

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Reappointment

Truly outstanding members can be reappointed, but no one should serve indefinitely.

It should be remembered that when a valuable board member's service is terminated, the library still has a staunch friend. Staggered terms will ensure continuity. The board will never be left without experienced members and yet will still benefit from the fresh ideas and energies of new members. Conscientious board members will continually assess their potential contributions and refuse reappointment when it appears to be appropriate.

The chair should be rotated among board members, as appropriate for the demands on the board at the time.

Adapted from: *Manual for Florida Public Library Boards*, 1975.

Appendix 5

LEARNING THE JOB OF TRUSTEE

THE ORIENTATION

If new trustees are to be effective and comfortable in their positions, they need the send-off of a planned orientation session. The board should provide for this procedure, probably through a committee working with the librarian and the board's president.

An orientation should be just that--not a brainwashing nor a "here's the way we've always done it" session. Orientation means getting the hang of things by experiencing some of the functions the trustee will perform.

Try a two-part orientation: a personal experience which includes a session of the board and an introduction to the library by the librarian and staff, and a presentation to the new trustee of a kit or notebook of useful materials.

THE CONTENTS OF AN ORIENTATION NOTEBOOK

- a copy of this handbook
- names, addresses and telephone numbers of members of the board and staff
- staff list, including titles and responsibilities
- bylaws of the library board
- written statement of duties and responsibilities of the board and librarian
- policies of the board, such as personnel, selection of books and materials and library use
- history of the library and its current goals and objectives
- the library's plan (See p. 37 Section III: **Planning)**
- the library's latest annual report (and prior years)
- the current budget (and prior years for comparison)
- minutes of the last several board meetings; copies of other current documents such as written reports by the librarian or committees

A SAMPLE ORIENTATION

- Assemble a kit of materials and present it to the new trustee, perhaps in advance of the first meeting or orientation.
- Discuss the library's general objectives and directions.
- Tour the library (a good time to ask if signs are adequate) and meet the staff in natural habitat. (name tags are great!)

- Hold the regular board meeting, at a slower pace than usual so the newcomers can ask questions or just absorb (a good time to note if the agenda is adequate and the background material complete).

- Adjourn--but carry on with a personal orientation from the board's vantage point. Touch a few bench marks, air a few issues and honestly ask for the new trustee's opinion.

- Have some refreshments. Be sociable and make that first meeting relaxing.

- Offer the new trustee(s) further help requested, like a chance to revisit the children's department or go back over the agenda for better understanding or time to discuss contents of the kit.

From: *Governing Pennsylvania's Public Libraries; A Handbook for Public Library Trustees,* 1977. p. II.

Appendix 6

MEETINGS OF THE BOARD OF CONTROL

Good public relations suggests that interested citizens and members of the news media should be welcome at meetings of library boards, and, in fact, such meetings are required by law to be open to the public.

Open Meetings Law

The Open Meetings or "Sunshine" Law, as amended through 1979 (R.S. 42:4.1-12) applies to all public bodies including state, parish, municipal or special district boards or authorities, and any of their political subdivisions with policy making, advisory, or administrative functions. This definition includes library boards, and it further includes board committees or subcommittees.

A meeting is considered a convening of a quorum of a public body and a quorum is defined as a simple majority of the total membership.

Proxy voting procedure of any kind, as well as secret balloting, is prohibited.

Executive Sessions

Public bodies may hold executive sessions only by an affirmative vote of two-thirds of the members present at an open meeting. No final or binding action may be taken during an executive session. The board is required to return to open meeting before adjoining.

Executive sessions may be held only for the following reasons:

1. Discussion of character, professional competence, or health of a person who does not request an open meeting. Discussion of the appointment of a person to the library board is prohibited.
2. Discussion of negotiations with respect to collective bargaining or litigation.
3. Discussion of security personnel, plans, or services.
4. Investigations of allegations of misconduct.
5. Cases of extraordinary emergency such as natural disaster, civil disturbances, etc.

Notices of Meetings

If regular meetings are established by bylaw or resolution, written public notice must be given annually at the beginning of the calendar year. The notice must include the dates, times, and places of such meetings.

For special or rescheduled meetings, written public notice must be given no later than twenty-four hours before the meeting. In addition to the date, time, and place of the meeting, the agenda must also be announced.

Written public notice includes posting a copy of the notice at the central library or publishing the notice in the newspaper no less than twenty-four hours before the meeting. Members of the news media who request notice of the meetings are to be notified in the same way as board members.

Minutes

Written minutes of all open meetings must be kept and should include:

1. Date, time, and place of meeting
2. Members recorded as present or absent
3. Substance of all matters decided
4. Any other information that the board requests be included

The minutes are public records and must be available within a reasonable time after the meeting.

Summarized by : Vivian Cazayoux

Appendix 7

SAMPLE BYLAWS FOR BOARD OF CONTROL

Article I. Name and Authorization

This organization shall be called Board of Control of the ____________________ ____________________ Library existing by virtue of the provision of Louisiana Revised Statutes 25:214, and exercising the powers and authority and assuming the responsibilities delegated to it under the said statute.

Article 2. Meetings

Section I. Meetings of the Board of Control shall be held quarterly, on the ________ (first, second, third, or fourth) __________ (Monday, Tuesday, Wednesday, Thursday, or Friday) of January, April, July, and October, at (time), place as set down in notice of meeting. Regular meetings may be held more frequently if desired.

Section 2. The annual meeting at which the Board names officers shall be held at the time of the regular quarterly meeting for January; the library budget shall be presented at the quarterly meeting for October.

Section 3. A quorum for the transaction of business shall consist of ________ members of the Board present in person.

Section 4. Special meetings may be called by the Secretary at the direction of the President, or at the request of ________ members, for the transaction of business as stated in the call for the meeting.

Section 5. Notices of all regular meetings shall be mailed by the Secretary to all members at least five days before the meeting date.

Section 6. Proceedings of all meetings shall be governed by *Robert's Rules of Order.*

Article 3. Officers

Section I. Officers of the Board shall be chosen at the regular annual meeting of the Board, and shall be President, Vice President, and Treasurer, all of whom shall be members of the Board.

Section 2. Vacancies in offices shall be filled for the unexpired term at the first regular meeting of the Board after the vacancy occurs.

Section 3. The Library Director shall act as Secretary of the Board, and shall keep a true and accurate account of all proceedings of the meetings; shall issue notices of all meetings; shall have custody of the minutes and other records of the Board; and upon authorization of the President shall notify the appointing body of any vacancies of the Board. Upon consultation with the President, the Library Director shall prepare the agenda for all meetings.

Section 4. The President of the Board shall preside at all meetings, appoint all committees, certify for payment all bills by signing the summary sheet of claims, authorize calls for meetings, and generally perform the duties of a head official.

Section 5. In the absence of the President the Vice President shall exercise the President's functions; and may, upon the request of the President, take over any duties he is unable to perform.

Section 6. The Treasurer shall have charge of special library funds and income outside the appropriations in charge of the parish treasurer--fines, unconditional gifts, donations and contributions from individuals and corporations; shall sign checks on the account when bills are presented by Library Director, or in the manner prescribed by the Board; and shall report periodically on the state of such funds to the Board.

Article 4. The Library Director and Employees

Section I. The Library Director shall be considered the executive officer of the Library and shall have the responsibility for the administration of the Library and shall carry out the policies adopted by the Board.

Section 2. The Library Director shall be held responsible for the care of the buildings and equipment; for the employment and direction of the staff; for the efficiency of the Library's services to the public; for the operation of the Library; and for expenditures provided by the annual budget.

Section 3. The Library Director shall attend all board meetings except in case of an executive session when the Director may be asked to retire. In such cases, a member is appointed to act as Secretary.

Article 5. Resolutions and Orders

Section I. A majority of the votes of all members of the Board present shall be necessary for the adoption or passage of any resolution or order. The ex-officio member has full voting privilege.

Article 6. Committees

Section I. Special committees for the study and investigation of special problems or for the performance of specially assigned tasks may be appointed by the President, such committees to serve until the completion of the work for which they were appointed.

Article 7. The Order of Business

Section I. The order of business at the regular meetings of the Board shall be:

1. Call to order; Calling of roll.
2. Approval of minutes.
3. Report of Director: Statistical and financial.
4. Reading of communications.
5. Unfinished business; Reports of committees.
6. New business.
7. Adjournment.

Article 8. Amendments

These bylaws may be amended at any regular meeting by a majority vote; provided the proposed amendment was stated in the call for the meeting.

APPROVED: ______________________________ Date: ____________________
President
Library Board of Control

SUGGESTIONS FOR FURTHER READING

Baird, John E. *A Guide to Conducting Meetings.* New York: Abingdon, 1965.

Donahue, Harold W. *How to Manage Your Meeting.* New York: Grosset & Dunlap, 1967.

Keesey, Ray E. *Modern Parliamentary Procedure.* Boston: Houghton Mifflin, 1974.

Robert, Sarah C. *Robert's Rules of Order, Newly Revised.* new and enl. ed. Glenview, Ill.: Scott, Foresman, 1970.

III. PLANNING

Library boards are continuously involved in decision making, their effort pointed toward the best possible library service for their specific community. If the board has analyzed and understands the community, and has analyzed and understands the strength and weakness of the library, it has a good basis on which to make judgments affecting the future. Formalized and put into writing, these judgments become a PLAN.

As in policy-making, an understanding of goals and objectives is a prerequisite to good planning. Planning involves asking four basic questions:

1. Where are we now?

2. Where do we want to go?

3. How do we get there?

4. What timetable will allow us to move most effectively?

When the answer to the fourth question is reached, the product is THE PLAN.

Planning for the library is not easy. Planning sessions should be scheduled when the whole board can be present and when there is ample time to explore, brainstorm, and dream. (See p.39 and p. 41 Appendices: **The Library's Plan and Tools for Planning.**)

It is axiomatic that librarians and trustees plan with people, not for people. The community should be queried and brought into the planning at an early stage of anything that will require strong community support and understanding. People are more likely to support what they have helped to develop. Community organizations should be told of the library's goals and aspirations and asked for assistance.

Planning, if well done, allows a choice of options and lets a board avoid a "this-is-the-only-way-we-can-do-it-now" situation. Careful contingency planning builds smooth operation of the library and public confidence in its activities.

Many communities have a planning commission and some urban centers have professional planners as a part of city government. Be sure these people know the library's needs and goals, and urge them to plug the library into the community plan at every possible point.

The library director and the library board are partners in planning. If they do not aim high and plan boldly for the library, who will? The future of library service in any community is up to the library board. It is in charge. The board's responsibilities are set out in statutes that cannot be evaded, statutes that name it "the board of control."

Appendix 8

THE LIBRARY'S PLAN

In developing a plan for the public library the following steps should be taken:

1. Assess the library's present situation. Study the local environment--the community's political structure and how the library fits in; the geographic and demographic data for the community and the library; the economic factors affecting the community and the library, including revenue sources and budget. If projections for the community have been made, examine them. If not, develop such projections on the basis of present and anticipated community development.

2. Study the library in relation to the community using standards, especially the *Goals, Guidelines and Gauges for Public Library Service in Louisiana.* Using the standards as a basis, construct a picture of the library as it should be in five years based on the projections for the community.

3. Determine goals and objectives for the library. Goals are broad statements that provide direction throughout the plan. Objectives are specific statements of what the library plans to accomplish. They are measurable and should be written within definite time frames.

4. Examine as many alternative approaches to reaching the objectives as possible. Select the most feasible approach in terms of likely resources. Divide the selected approach into steps and place the steps into time frames. Assign priorities, that is, decide which steps have to be done, which should be done, and which would add to the total effect, but are not essential. This ranking will dictate the allocation of funds and resources.

5. Determine a basis for evaluating progress toward reaching the goals and objectives.

6. Be sure the plan is accepted by the community. Only public support will make achievement possible. If the public is convinced it needs and wants the library service planned for it, they will be willing to pay for it. An important step is to involve the community in the planning.

From: *Manual for Florida Public Library Boards*, 1975.

Appendix 9

TOOLS FOR PLANNING

Planning is an individualized approach to the local library; however, planning also involves exposure to new ideas, a look at what is going on in other libraries and an assessment of community needs.

The following are tools in the planning process:

- data - census figures, community makeup, results of surveys or studies made by the library and/or other community agencies and institutions
- lists - of library activities and services in other communities and areas to include in the opening brainstorming sessions
- people - community leaders, personnel from the State Library
- groups - the parish, municipalities, schools, regional planning agencies, colleges and universities with information to share
- community cooperation - in public meetings to talk libraries and contribute to planning; in presentation sessions with organized groups; through exhibits and displays in and out of the library
- staff meetings - to find out what goes on and should go on in the library; to feed back what patrons say
- professional consultants (especially if moving toward a building program) - to give the security of professional methods and the benefits of experience
- media - press, radio, and TV willing to help you spread the word and find exciting ways to convey information
- other libraries - neighbors proving out programs; academic, school, and special libraries filling out the total service pattern; other libraries to visit and consult
- library literature - from *American Libraries* through the professional journals to articles, speeches and bulletins
- the State Library and system library center - with printed resources and people consultants
- workshops and conferences - addressing the responsibilities of trustees and ways to do the job well

NOTE: In most planning documents, GOALS are the general statements, OBJECTIVES the specific and detailed, thus goals are rarely reached because successful fulfilling of objectives moves goals onto higher planes. Trustees are urged to avoid worrying about terminology if it interferes with the flow of ideas.

From: *Governing Pennsylvania's Public Libraries; A Handbook for Public Library Trustees,* 1977. p. 23.

SUGGESTIONS FOR FURTHER READING

Chadwick, Catherine S. "The Library System and the Public Library Trustee." *Louisiana Library Association Bulletin*, Winter, 1970. pp. 153-155.

Gregory, Ruth W. and Stoffel, Lester L. *Public Libraries in Cooperative Systems.* Chicago: American Library Association, 1971.

Line, Maurice B. *Library Surveys; An Introduction to Their Use, Planning, Procedure, and Presentation.* Hampden, Ct.: Archon Books, 1969.

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IV. POLICY MAKING

Medieval maps display large areas of uncharted territory labeled *Terra Incognita* ("unknown land"). Trustees who turn the operation of the library over to the library director and fail to provide written policies send their chief executive out into *Terra Incognita.* Louisiana library law gives library trustees full authority to write policies for all phases of library service and operation.

BENEFITS

Trustees who want to be sure that the library operation reflects the judgment of the people's representatives see that there are full, written policy statements to guide the library director.

There is a second, built-in benefit to writing policy. Goals and objectives must be envisioned and expressed in writing before policies can be written. What kind of library does the board, with the counsel of the library director, want? What kind of service is needed? The library PLAN is revealed in what the board's policies say. (See p. 47 Appendix: **Guidelines for Library Policy.**)

Written policies provide direction and consistency in day-to-day operation of the library. They have the added advantage of reducing the necessity for hurried or uninformed response in crisis situations and of allowing impersonal treatment. If there is a "no-strings" policy regarding acceptance of gifts, one offered with stipulations can be refused, no feelings hurt, with a citing of policy. If the policy on maternity leave is adopted before someone begins knitting tiny garments on a coffee break, the library director can instruct the employee by citing policy, no feelings hurt. If there is a book selection policy requiring a complaining user to fill out an official complaint form which is already in the hands of the desk assistant, the first step in a potentially sticky situation can be taken while everyone remains calm. . (See p. 53 and p. 61 Appendices: **Material Selection Policy** and **Citizen's Request for Reconsideration of Library Material.**)

WHAT TO KNOW

What do you have to know before you can write good policies? Everything: everything about the community, culturally, geographically, economically, demographically, and educationally. Any library is good only as it relates to a particular and unique community. A library is a good library to the degree that it supplies what the individual user needs. This implies not only books but other print or non-print materials as well, comfortable surroundings, and an atmosphere of friendliness and encouragement. A surly staff member at the check-out desk can damage the library more than a gap in the book collection. Policies should reflect the board's convictions concerning materials, services, housing, , and staff. They should not necessarily reflect a "we-have-always-done-it-this-way" approach.

Policy is not something to be written in a hurry or without study and thought. Policy is basic to every aspect of the library's service and deserves the board's best effort. But do not think it is engraved on tablets of stone, once it is written. A policy must be changed as community needs change. Fresh, creative thinking keeps service responsive to needs. Policies give the library director guidance concerning what kind of a library THIS community needs NOW, as well as setting goals for the future.

RECOMMENDED TOPICS

The board should establish written policy on all phases of library operation, both internal and external. (See p. 10 Appendix: **Guidelines For a Library Policy.**)

POLICY IN ACTION

If objectives are to be implemented, two steps are basic:

1. The establishment of POLICIES by the trustees
2. Administrative action by the library director in accordance with those policies

The following example shows the centrality of policy:

Board objective: "To assemble, preserve, and administer in organized collections, books, films, recordings, and other materials for the communication of ideas, in order to promote an enlightened citizenship and to enrich personal lives."

Implementation:

1. POLICY established by trustees on:
    - a. Selection of books and other library materials
    - b. Provision for their maximum use within budgetary limits
    - c. Procedure to be followed in user complaints of book content
    - d. Public relations (including relations with other organizations and use of mass media)
2. ADMINISTRATIVE ACTION by the library director
    - a. Setting up procedures to acquire materials
    - b. Preparing forms for user complaint
    - c. Briefing staff on their use
    - d. Stimulating reading and providing readers' guidance
    - e. Making contacts with organizations
    - f. Planning and preparing publicity

AND FINALLY

Every library trustee should have a copy of the library policies and should be completely familiar with the rationale for each one. This is of the greatest importance: the trustee often can interpret the library to the community through an explanation of policy.

Appendix 10

GUIDELINES FOR LIBRARY POLICY

by Elizabeth Kingseed
former Assistant State Librarian
New Hampshire State Library

The following listings will be useful as the Board begins to assemble written policies.

General Library Objectives

General library objectives to be considered should include:

1. Promote enlightened citizenship
2. Enrich personal lives
3. Encourage continuous self-education
4. Seek to identify community needs
5. Assume a leadership role in the community
6. Support ALA Library Bill of Rights and Freedom to Read Statement
7. Assemble, preserve, and administer books and related materials
8. Serve the community as a center of reliable information
9. Provide free service to every resident in community

Services of the Library

The library provides books and materials for information, entertainment, intellectual development, and enrichment of the people of the community. The library should endeavor to:

1. Select, organize, and make available necessary books and materials (include fines, fees and charges for lost books)
2. Provide guidance and assistance to borrowers
3. Initiate programs, exhibits, book lists, etc.
4. Cooperate with other community agencies and organizations
5. Secure information beyond its own resources when requested
6. Lead to other libraries upon request

7. Provide special services to nonresidents, disadvantaged, handicapped, hospital patients, etc.
8. Maintain a balance in its services to various age groups
9. Cooperate with, but not perform the functions of, school or other institutional libraries
10. Provide service during hours which best meet the needs of the community
11. Provide service outlets located at points of maximum usefulness
12. Periodically review library service being offered

Budget

The following points should be considered in a policy on budgets:

1. Preparation--who is responsible
2. Scope--items to be included and percentages to be used for different categories
3. Presentation--by whom and when
4. Special budget for new construction or capital improvements needed

Personnel

All personnel policies should be in compliance with the Equal Employment Opportunity Act of 1972 which prohibits discrimination because of race, color, religion, sex, or national origin, in any term, condition or privilege of employment. The main points of good personnel policy include the following:

1. A description of each job in the library, degree of responsibility, educational and other qualifications required, special abilities or skills required, and the salary scale attached to the job
2. Procedure for selection and appointment of library director and staff
3. A regular salary scale, giving minimum and maximum salary or wages, amount of increments, period between increments, etc.
4. Provision for provisional appointment with specified length of probation
5. Comfortable working conditions--adequate heat, light, restrooms, etc.
6. Vacation with pay
7. Sick leave with pay
8. Other leaves of absence, with or without pay

9. A regular work week with specified number of hours
10. Holiday schedule
11. Work breaks
12. Fringe benefits available to employees--hospitalization, other insurance, retirement, and workmen's compensation coverage
13. Attendance at library meetings--time off with pay and travel expenses
14. Opportunities for further training
15. Evaluation procedures for library director and staff
16. Grievance procedures
17. Resignation--amount of notice required and stipulation that resignation should be in writing
18. Cause and procedure for termination of employment
19. Protection against unfair discharge or demotion
20. Retirement--mandatory age and procedure
21. Provisions for hiring substitute librarian when needed
22. Use of volunteers
23. Statement on responsibility of librarian for administration of library and responsibility of trustees for making library policy

It is recommended that the policy carry the approval of the local governing authority to avoid misunderstandings over such matters as salaries, vacation, and leave.

Trustees

1. Selection or appointment
2. Reimbursement for travel and related expense incurred by attendance at state and national meetings
3. Membership in state, regional, and national associations: LLA, SWLA, ALA, ALTA

Book Selection

The selection statement should reflect the philosophy and overall objectives of the library. (See p. 53 Appendix: **Material Selection Policy.**)

1. Support of ALA Library Bill of Rights and Freedom to Read Statement (See p. 57 and p. 59 Appendices: **Library Bill of Rights and Freedom to Read Statement)**
2. Who is responsible for selection
3. Quality of books to be selected
4. Scope, emphasis, and source of collection
5. Treatment of gifts
6. Basis for withdrawals and disposal of discards
7. Position on supplying textbooks and other materials related to school curriculum
8. Procedure to be followed in handling book content complaint (See p. 61 Appendix: **Citizen's Request for Reconsideration of Library Material)**

Confidentiality

1. Protect confidentiality of records identifying names of library users (See p. 63 Appendix: **ALA Policy on Confidentiality of Library Records)**

Cooperation with Other Libraries

A policy on cooperation should include statements on:

1. Recognition of need for cooperation
2. Affiliation with statewide library network
3. Kinds of libraries with which library should cooperate
4. Areas of cooperation

Public Relations

Some of the primary public relations goals of the library should be:

1. To inform the public of library objectives and services through the press, radio, TV, etc.
2. Recognition of part played by staff, trustees, and Friends of the Library in public relations
3. Participation by staff in community activities
4. Responsibility of staff for making talks in the community

5. To encourage use of the library
6. To obtain citizen support for library development
7. To coordinate the library program with other community agencies

Gifts and Special Collections

Gifts can help promote the program of the library, but libraries have found it helpful to point to an established policy, especially when books and other articles are offered. A policy should include statements on:

1. Conditions under which gifts of books and other materials will be accepted
2. Disposition of non-usable gifts
3. Acceptance of personal property, art objects, portraits, etc.
4. Conditions under which gifts of money, real property, and/or stock will be accepted
5. Shelving of special collections
6. Use of special bookplates
7. Acceptance of denominational literature
8. Acceptance of historical materials and writings of local authors
9. Storage of material not designated as an outright gift
10. Encouragement of gifts for memorial purposes

Relationships with Schools

The public library and the public school are companion educational agencies, but their responsibilities differ in scope and function. In writing a policy the library should:

1. Define the separate functions and objectives of the public library and the school library
2. Determine ways of establishing cooperative relations with the school
3. Provide for continuous joint planning between those responsible for school and public library service
4. Provide a written contract if library is to give full service to schools

Use of Library by Groups

Libraries have found it useful to adopt a written policy stating:

1. Who may use the rooms and when
2. Whether a fee will be charged, and if so, how much
3. Whether janitor service will be provided
4. Whether meetings are to be free to the public
5. Whether smoking will be allowed
6. What restrictions are needed for regularly or frequently scheduled meetings
7. Whether refreshments may be served
8. Whether library activities have priority
9. Who is in charge of reservations

The check list above suggests items which should be included in every library's policy statement but adapted to suit local conditions and needs. Policy must express a true commitment of service and leadership.

Adapted from: Young, Virginia G., ed. *The Library Trustee: A Practical Guidebook.* 3rd ed. New York: Bowker, 1978. pp. 156-160.

Appendix 11

SAMPLE MATERIAL SELECTION POLICY

PURPOSE OF POLICY

The purpose of this Policy on book selection is to guide in the selection of materials and to inform the public about the principles upon which selections are made. This statement was approved and adopted on ______________________________ by the ____________________ Library Board which assumes full responsibility for all legal actions which may result from the implementation of any policies stated herein.

LIBRARY AIMS

The aim of the ______________________________ Library is service to all people. This encompasses individuals and groups of every age, education, philosophy, occupation, economic level, ethnic origin and human condition. Fulfilling the educational, informational and recreational needs of these people is the ____________________ Library's broad purpose. More specifically, it helps people to keep up with change in all areas, educate themselves continually, become better members of their family and community, become socially and politically aware, be more capable in their occupations, develop their creative abilities and spiritual capacities, appreciate and enjoy literature and art, contribute to the overall expanse of knowledge, and stimulate their own personal and social well-being. All printed and non-printed materials are selected by this Library in accordance with these basic objectives.

RESPONSIBILITY FOR MATERIALS SELECTION

This Library Board adopts as part of its policy the following paragraphs from the Library Bill of Rights:

"I. Books and other library resources should be provided for the interest, information, and enlightenment of all people of the community the library serves. Materials should not be excluded because of the origin, background, or views of those contributing to their creation.

2. Libraries should provide materials and information presenting all points of view on current and historical issues. Materials should not be proscribed or removed because of partisan or doctrinal disapproval."*

Final responsibility for selection of books and library materials is and shall be vested in the librarian. However, the librarian may delegate to such members of the staff as are qualified by reason of education, the authority to interpret and guide the application of the policy in making day-to-day selections. Unusual problems will be referred to the librarian for resolution. Any books and library materials so selected shall be held to be selected by the board.

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*ALA Library Bill of Rights

CRITERIA FOR SELECTION

Certain factors influence the selection of library materials. Among these are:

1. the author's reputation and significance as a writer
2. the importance of subject matter to the collection
3. availability of material in the system, in other libraries or in print
4. timeliness or permanence of the book
5. authoritativeness
6. inclusion in standard bibliographies or indexes
7. price
8. format, including possibility of rebinding, as well as type and legibility

SCOPE OF THE COLLECTION

The library recognizes its obligations to provide reference and research materials for the direct answering of specific questions and for continuing research. It also recognizes the purposes and resources of other libraries in the community and shall not needlessly duplicate functions and materials.

The library acquires textbooks and other curriculum-related materials when such materials serve the general public.

The library acknowledges a particular interest in local and state history; therefore, it will seek to acquire state and municipal public documents, and it will take a broad view of works by and about Louisiana authors as well as general works relating to the State of Louisiana, whether or not such materials meet the standards of selection in other respects. However, the library is not under any obligation to add to its collections everything about Louisiana or produced by authors, printers, or publishers with Louisiana connections if it does not seem to be in the public interest to do so.

GIFTS

Unconditional gifts, donations, and contributions to the library may be accepted by the librarian on behalf of the Library Board of Control. No gifts or donations conditionally made shall be accepted without the approval of the Library Board of Control.

Generally collections of books will not be accepted with restrictions which necessitate special housing or which prevent integration of the gift into the general library collection.

The same standards of selection will govern the acceptance of gifts as govern purchase by the library. If material is useful but not needed, it may be disposed of at the discretion of the librarian.

MAINTAINING THE COLLECTION

Systematic withdrawal of materials no longer useful is necessary in order to maintain relevant resources. The same criteria will be used in weeding materials from the collection as are used in their acquisition. The decision to withdraw library material shall be based on the physical condition; use of the material as determined by last date of loan or by number of loans in the last five years; and age of the material as a misinformation factor especially in the area of the sciences. Library staff members are to be thoroughly instructed with regard to the necessity for discarding books and library materials.

CENSORSHIP

The selection of library books and materials is predicated on the library patron's right to read, and similarly, his freedom from censorship by others. Many books are controversial and any given item may offend some persons. Selections for this Library will not, however, be made on the basis of anticipated approval or disapproval, but solely on the merits of the material in relation to the building of the collection and to serving the interests of the readers. This Library holds censorship to be a purely individual matter and declares that--while anyone is free to reject for himself books and other materials of which he does not approve--he cannot exercise this right of censorship to restrict the freedom of others.

With respect to the use of library materials by children, the decision as to what a minor may read is the responsibility of his parent or guardian. Selection will not be inhibited by the possibility that books may inadvertently come into the possession of minors.

(It is suggested that the "Resolution on Challenged Material," adopted by the ALA Council, June 25, 1971, be inserted here. A copy may be found in the ALA publication, *What to do before the censor comes--and after*, March, 1972.)

This material selection policy recommended for public libraries is the work of a committee of Louisiana librarians who studied many library material selection policies from public libraries and carefully considered the information available from ALA. Preparation of this policy was undertaken at the request of the Louisiana State Library. May, 1972.

Appendix 12

LIBRARY BILL OF RIGHTS

The American Library Association affirms that all libraries are forums for information and ideas, and that the following basic policies should guide their services.

1. Books and other library resources should be provided for the interest, information, and enlightenment of all people of the community the library serves. Materials should not be excluded because of the origin, background, or views of those contributing to their creation.

2. Libraries should provide materials and information presenting all points of view on current and historical issues. Materials should not be proscribed or removed because of partisan or doctrinal disapproval.

3. Libraries should challenge censorship in the fulfillment of their responsibility to provide information and enlightenment.

4. Libraries should cooperate with all persons and groups concerned with resisting abridgment of free expression and free access to ideas.

5. A person's right to use a library should not be denied or abridged because of origin, age, background, or views.

6. Libraries which make exhibit spaces and meeting rooms available to the public they serve should make such facilities available on an equitable basis, regardless of the beliefs or affiliations of individuals or groups requesting their use.

Adopted June 18, 1948.
Amended February 2, 1961, June 27, 1967, and January 23, 1980, by the ALA Council.

Appendix 13

THE FREEDOM TO READ

1. It is in the public interest for publishers and librarians to make available the widest diversity of views and expressions, including those which are unorthodox or unpopular with the majority.

2. Publishers, librarians and book sellers do not need to endorse every idea or presentation contained in the books they make available. It would conflict with the public interest for them to establish their own political, moral or aesthetic views as a standard for determining what books should be published or circulated.

3. It is contrary to the public interest for publishers or librarians to determine the acceptability of a book on the basis of the personal history or political affiliations of the author.

4. There is no place in our society for efforts to coerce the taste of others, to confine adults to the reading matter deemed suitable for adolescents or to inhibit the efforts of writers to achieve artistic expression.

5. It is not in the public interest to force a reader to accept with any book the prejudgment of a label characterizing the book or author as subversive or dangerous.

6. It is the responsibility of publishers and librarians, as guardians of the people's freedom to read, to contest encroachments upon that freedom by individuals or groups seeking to impose their own standards or tastes upon the community at large.

7. It is the responsibility of publishers and librarians to give full meaning to the freedom to read by providing books that enrich the quality and diversity of thought and expression. By the exercise of this affirmative responsibility, bookmen can demonstrate that the answer to a bad book is a good one, the answer to a bad idea is a good one.

NOTE: "Books" as used in this statement include all kinds of materials acquired for library use.

Issued May, 1953, by the American Library Association and the Association of American Publishers. Adopted June 25, 1953; revised January 28, 1972, by the ALA Council. The complete text is available from the Louisiana State Library or the American Library Association, 50 E. Huron St., Chicago, IL 60611

Appendix 14

CITIZEN'S REQUEST FOR RECONSIDERATION OF LIBRARY MATERIAL

Author: ____________________ Hardcover ______ Paperback ______ Other ______

Title: ____________________

Publisher (if known): ____________________

Request initiated by: ____________________

Address: ____________________

City: ____________ State ____________ Zip ________ Telephone ____________

Complainant represents:

__________ Himself

__________ (Name of Organization) ____________________

__________ (Identify other group) ____________________

(If objection is to material other than a book, change wording of the following questions so that they apply.)

1. To what in the book do you object? (Please be specific; cite pages.) ____________________
2. For what age group would you recommend this book? ____________________
3. Is there anything good about the book? ____________________
4. Did you read the entire book? ______ What parts? ____________________
5. Are you aware of the judgment of this book by literary critics? ____________________
6. What do you believe is the theme of this book? ____________________
7. In its place, what book of equal literary quality would you recommend that would convey as valuable a picture and perspective of the subject treated? ____________________

Signature of Complainant: ____________________

(Adapted from a form suggested by the ALA Intellectual Freedom Committee.)

Appendix 15

POLICY ON CONFIDENTIALITY OF LIBRARY RECORDS

The Council of the American Library Association strongly recommends that the responsible officers of each library in the United States:

1. Formally adopt a policy which specifically recognizes its circulation records and other records identifying the names of library users with specific materials to be confidential in nature.
2. Advise all librarians and library employees that such records shall not be made available to any agency of state, federal, or local government except pursuant to such process, order, or subpoena as may be authorized under the authority of, and pursuant to, federal, state, or local law relating to civil, criminal, or administrative discovery procedures or legislative investigative power.
3. Resist the issuance or enforcement of any such process, order, or subpoena until such time as a proper showing of good cause has been made in a court of competent jurisdiction.*

*Note: Point 3, above, means that upon receipt of such process, order, or subpoena, the library's officers will consult with their legal counsel to determine if such process, order, or subpoena is in proper form and if there is a showing of good cause for its issuance; if the process, order, or subpoena is not in proper form or if good cause has not been shown, they will insist that such defects be cured.

Adopted January 20, 1971; revised July 4, 1975, by the ALA Council

SUGGESTIONS FOR FURTHER READING

"ALA Equal Employment Subcommittee Guidelines for Library Affirmative Action Plans." *American Libraries*, July-August, 1976. pp. 451-453.

American Library Association. Office for Library Personnel Resources. *Affirmative Action Information Packet.* Chicago: American Library Association, 1975.

Anderson, Arthur J. *Problems in Intellectual Freedom and Censorship.* New York: Bowker, 1974.

Carter, Jane R. *Citizen Participation and Public Library Policy.* Metuchen, N. J.: Scarecrow, 1975.

Dwoskin, Robert P. *Rights of the Public Employee.* Chicago: American Library Association, 1978.

"EEOC Guidelines for Preventing Discriminatory Employment Practices." *American Libraries*, December, 1972. pp. 1207-1209.

"Equal Employment Opportunity: A Statement of Policy of the American Library Association." *American Libraries*, July-August, 1976. pp. 450-451.

Guyton, Theodore L. *Unionization: The Viewpoint of Librarians.* Chicago: American Library Association, 1975.

Intellectual Freedom Manual. Chicago: American Library Association, 1975.

Lynch, Minnie-Lou. "Policy Making: Our Top Priority Job." *Louisiana Library Association Bulletin*, Summer, 1962. pp. 69-71.

Newsletter on Intellectual Freedom. Bimonthly newsletter of the Intellectual Freedom Committee, American Library Association.

The Personnel Manual; An Outline for Libraries. Chicago: American Library Association, 1977.

"Public Library Governing Bodies and Intellectual Freedom." *Library Trends*, July, 1970. pp. 47-63.

Reid, Charles E. and Gitomer, Irene. "The Trustee and Personnel." *Public Library Trustee*, September, 1971. pp. 3-5.

Shields, Gerald R. "Intellectual Freedom: Justification for Librarianship." *Library Journal*, September 15, 1977. pp. 1823-1825.

U. S. Equal Employment Opportunity Commission. *Affirmative Action and Equal Employment; A Guidebook for Employers.* Washington: The Commission, 1970. 2 vols.

"What to Do Before the Censor Comes and After," *Newsletter on Intellectual Freedom*, March, 1972. pp. 49-56.

White, Ruth M. and Ferguson, Eleanor A., eds. *Public Library Policies--General and Specific.* Public Library Reporter, No. 9. Chicago: American Library Association, 1970.

V. BUDGET AND FINANCE

MONEY

When dealing with public monies accountability is imperative. What the public is going to hold the board accountable for is not honesty, which they assume, but wisdom, which they may question.

What is board responsibility in connection with the library's money?

The library board has the bottom line responsibility of providing the money, enough to insure good library service. This is a responsibility which cannot be assigned to others; the trustee is the accountable, indispensable factor and success is imperative. Board failure to achieve continuing financial support for the library translates to closed doors and lights out.

Once funding is assured, the board is accountable for spending the money in ways that will allow the people to have the best possible service, given the level of support.

SOURCES

The major source of support for public libraries is a special property tax levy voted by the citizens of the appropriate political subdivision. This tax is usually voted for five or ten years and must be revoted upon expiration. Support also may come from the general fund of the governing authority, sales tax income, severance tax, revenue sharing funds, or a combination of these. (See p. 69 Appendix: **Revenue Sharing.**)

Since 1978 state funds for the purchase of library materials have been appropriated by the Louisiana legislature. These funds are administered by the State Library within limitations set out by the enabling law (R.S. 25:14). This appropriation is subject to annual renewal and its continuation is one of the chief concerns of the Louisiana Library Association Legislative Network. (See p. 71 Appendix: **Legislative Network.**)

Federal revenue sharing funds may be sought from various local authorities, particularly for one-shot programs (rather than on-going expenses) such as to construct a new building, to purchase a bookmobile or new equipment for the library, or start a new service. (See p. 69 Appendix: **Revenue Sharing.**)

Another federal program from which many libraries have benefitted is the Comprehensive Employment Training Act (CETA). There are still other federal programs, frequently changing, which offer opportunities to libraries. (See p. 73 Appendix: **Federal Programs.**)

One area of financing that should not be overlooked is that of private money gifts to the library, or bequests in wills. The continuing public relations program of the library should call attention to private money gifts and solicit them, constantly reinforcing the fact that the library has tax-exempt status with the Internal Revenue Service.

Look around with an imaginative eye and do not overlook any possibility for additional funding. Sometimes it is possible to cooperate with another agency to effect savings; an example of this would be using the bulk gasoline pumps operated by the police jury to buy bookmobile fuel more cheaply. It is a rare library that does not need more money to offer its people needed services. The trustee's job is to obtain the money, and reducing expense on one item frees money to be spent on another.

One possibility for added income is interest accumulation through the investment of idle funds on a short-term basis. Money not needed until later in the year can earn significant amounts in the interim. Be sure your money is working for you.

BUDGET

Annually, well in advance of the beginning of the new fiscal year, the library director prepares a preliminary budget recommendation for board scrutiny.

The budget is the expression of the library's goals, objectives, and plans in dollar terms.

It is here that the trustee's planning function becomes critical. What services need funding? What does evaluation of present programs tell? What needs do people have that the library is not presently supplying? The answers to these questions will tell how the budget should be designed.

If it is apparent that the needs of the public cannot be met with the money presently available, it is up to the board to attempt to find a way to increase revenues. If the board does not do it, no one will. The public trusts the board to be aggressive in promoting, defending, and funding the library.

TAX CAMPAIGN

It used to be said that libraries were as taken for granted as motherhood and apple pie and as such were always with us although perhaps poorly funded. Libraries have lost that status.

Today tax levy elections are being lost. There is a new urgency in the critical necessity for well planned and executed tax campaigns and for the courageous involvement of trustees. (See p. 75 and p. 77 Appendices: **Tax Election--Legal Requirements** and **Tax Election--Planning a Campaign.**)

Library trustees should never be timid or apologetic when asking the public to support the library. Do not fail to keep the public and the governing authority informed of the money requirements of the library. There must be sufficient funding to supply the community's needs for information, education, refreshment,and recreation.

The library is a basic community educational and informational agency, not an intellectual frill. Library trustees are the front-line defenders of the public's right to know; as such, it is their responsibility to move aggressively to insure that the library is adequately funded.

LEGISLATIVE AUDITOR

According to law, the state legislative auditor is charged with responsibility for annually auditing the financial records of all parish agencies including the library. The auditor's report is distributed to all trustees.

Appendix 16

REVENUE SHARING

There are three types of revenue sharing funds--state revenue sharing, state revenue sharing excess, and federal revenue sharing.

State Revenue Sharing

Louisiana residents who own and occupy their homes are exempt from paying taxes on the first $5000 of the assessed value of their homes. (Since residential property is assessed at only 10%, this is equivalent to the first $50,000 of fair market value.) To offset taxes lost by the tax recipient bodies as the result of homestead exemption, the state legislature annually appropriates state revenue sharing funds. These funds are distributed to the parishes according to a formula based on population and the number of homesteads in each parish. This formula does not always produce sufficient funds to fully offset the taxes lost by the library and other tax recipient bodies. Since 1978 when the homestead exemption was increased to $5000, more parishes are receiving less than the funds needed for reimbursement. In these parishes, the loss is prorated among the various tax recipient bodies, and the library receives less than the millage rate might indicate.

The procedure for the allocation and distribution of state revenue sharing is revised annually by the state legislature. Since 1978, the legislation has limited reimbursement to those taxes authorized prior to January 1, 1978, or any renewals thereof.

Except in certain instances specified in the annual legislation, new taxes or tax increases passed after January 1, 1978, do not qualify for revenue sharing. It is very important, therefore, that legislation covering state revenue sharing be closely monitored and the distribution of these funds carefully followed to be certain that the library receives the full amount it is legally due to receive.

State Revenue Sharing Excess

In some parishes the distribution formula produces more money than is necessary to reimburse all tax recipient bodies for taxes lost as the result of homestead exemption. This balance is commonly referred to as an "excess." Local government bodies may appropriate this "excess" to the tax recipient bodies. Libraries must be aggressive in presenting well justified requests for these funds.

Federal Revenue Sharing

Since 1972, federal revenue sharing funds have been appropriated under the State and Local Fiscal Assistance Act (Public Law 92-512 as amended). The act provides state and local governments with the money to deal with community problems at the local level. When first enacted, the program specified eight priorities, one of which was libraries, but the 1976 amendments eliminated all priorities.

Local governing authorities are now required to hold a public hearing to give citizens the opportunity to comment on the possible uses of revenue sharing funds. In addition, there must be a budget hearing to allow citizens the opportunity to raise questions about the proposed use of the funds. Both hearings are to be announced in the newspaper well in advance and library boards should participate actively in the hearing process to present and justify library needs.

The current federal revenue sharing legislation expires at the end of this fiscal year (September 30, 1980). In his 1981 budget, President Carter proposed a five-year renewal. Legislation to extend the funding should be monitored in both houses of Congress.

Summarized by: Vivian Cazayoux

Appendix 17

LEGISLATIVE NETWORK

The Legislative Network was organized by the Louisiana Library Association in 1973 to form a channel of communication with members of the state legislature.

The most important link in the network are the 250 Legislative Advocates--library friends, trustees and librarians--who take the library message to the legislature. Each Advocate is responsible for maintaining liaison with a member of the legislature to keep him informed of the function and importance of libraries and to alert him to legislation affecting libraries.

The chairman of the LLA Legislation Committee acts as State Coordinator of the Network and keeps the Advocates alert and informed by mail and telephone. Each year preceding the legislative session the Legislation Committee develops a set of objectives, which are presented to the Association for approval.

The 1978 appropriation of $1.5 million for direct state aid to public libraries--a first in the history of the state--was largely due to an outpouring of support from the Legislative Network. This appropriation was renewed and increased in 1979.

Another accomplishment of the Network is the increase in the state allotment for school library books from $1.70 in 1977 to $2.70 in 1978 and $3.50 in 1979.

Inquiries about the Network should be addressed to:

Legislative Network
Louisiana Library Association
P. O. Box 131
Baton Rouge, LA 70821

Summarized by: Vivian Cazayoux

Appendix 18

FEDERAL PROGRAMS

There are many federal programs under which public libraries may qualify to receive funds. These are constantly changing as new legislation is enacted. Comprehensive information on all federal grant programs is provided in the *Catalog of Federal Domestic Assistance*, a looseleaf publication revised annually by the Executive Office of the President, Office of Management and Budget. It includes details on who is eligible, how to apply, and deadlines for submitting applications. The price changes each year, 1979 edition is $20.00. It may be ordered from:

Superintendent of Documents
U. S. Government Printing Office
Washington, D. C. 20402

Summarized by: Vivian Cazayoux

Appendix 19

TAX ELECTION – LEGAL REQUIREMENTS

Because of the complex legal requirements, library boards will find it helpful to seek the counsel of a bonding attorney in developing plans for a tax election.

The state constitution, Article VI, Section 32, authorizes a special tax for the support of a public library. It reads:

> For the purpose of acquiring, constructing, improving, maintaining, or operating any work of public improvement, a political subdivision may levy special taxes when authorized by a majority of the electors in the political subdivision who vote thereon in an election held for that purpose.

The election code (R.S. 18:402 et seq.) adopted by the legislature pursuant to the state constitution establishes a uniform procedure for the conduct of bond and tax elections.

Briefly the major provisions are:

- The election must be ordered by resolution of the governing authority and must state the purpose for which it is called.
- Notice of the election must be given and must include all matters required to be contained in the resolution ordering the election.
- Notice must be published once a week for four consecutive weeks in the official journal of the parish. Not less than 45 nor more than 90 days may intervene between the date of the first publication and the election.
- Written notice of the election must be sent to the secretary of state, the commissioner of elections, the clerk of court, and the registrar of voters at least 45 days prior to the election.
- All established polling places must be used and commissioners must be appointed for each precinct.
- The commissioners must have successfully completed a course of instruction conducted by the clerk of court. Compensation for the commissioner-in-charge is set at $70 and for other commissioners at $50.
- Bond and tax elections may be held only on certain specific dates during the year.

Based on the election code, the State Bond Commission has determined the dates for elections in each year through 1987 to be as follows:

1979 — January 20, April 7, May 19, October 27, December 8
1980 — January 19, April 5, May 17, September 27, November 4
1981 — January 17, April 4, May 16, October 17, November 28
1982 — January 16, April 3, May 15, September 18, November 2
1983 — January 15, April 2, May 14, October 29, December 10
1984 — January 21, April 7, May 19, September 15, November 6
1985 — January 19, April 6, May 18, October 19, November 30
1986 — January 18, April 5, May 17, September 20, November 4
1987 — January 17, April 4, May 16, October 31, December 12

Summarized by: Vivian Cazayoux

Appendix 20

TAX ELECTION – PLANNING A CAMPAIGN

CAUTION: The State Constitution, Article XI, Section 4 reads:

> No public funds shall be used to urge any elector to vote for or against any candidate or proposition, or be appropriated to a candidate or political organization. This provision shall not prohibit the use of public funds for dissemination of factual information relative to a proposition appearing on an election ballot.

This means that library funds may not be used to promote an affirmative vote on a library tax proposition. They may be used to explain and provide information relative to the proposition, to state what would happen if the tax passes or if it fails, but not to print bookmarks, posters, handbills, etc. saying "Vote Yes" or "Vote for the library tax." This prohibition extends to the use of library time by the librarian and staff to promote a favorable vote and the use of library equipment to produce promotional materials.

SUGGESTIONS FOR PLANNING A CAMPAIGN

1. Contact the library development staff of the State Library. They can assist you in your planning, supply you with sample publicity pieces, and apprise you of any recent changes in the election law.
2. Explain to library staff goals and plans for tax campaign.
3. Plan and organize a Friends of the Library group or a Library Development Committee (if one does not already exist) to promote tax election and assist in conducting campaign.
4. Prepare election fact sheet for general distribution.
5. Prepare bookmarks on the tax election for distribution to patrons.
6. Prepare posters for display in stores, banks, etc.
7. Prepare list of organizations and churches throughout the parish with meeting time and name, address, and telephone number of contact person for each.
8. Organize a speakers' bureau made up of board members and library friends. Prepare library fact sheet to assist speakers.
9. Write letters to organizations offering speakers on the library and its services and asking resolutions endorsing the library tax.
10. Write similar letters to parish and city agencies, such as the school board, city councils, etc.
11. Write letters to churches asking their support for the election by mentioning it in their services and publicizing it in their church bulletins on the Sunday before the election.

12. Visit the newspapers and radio and TV stations to ask their help in promoting the tax election by using:

    a. weekly stories on library services

    b. specific stories on the various goals of the campaign

    c. editorials

    d. letters to the editor from variety of interested citizens

    e. resolutions

    f. radio, TV, and press interviews with board members, library staff,and interested citizens

    g. spot announcements on library services and tax campaign goals

    h. advertisements paid for by business, industry, or individuals (not the library)

13. Organize a parish-wide telephone committee to get the vote out on election day. Calls should be made both in advance of and on election day. (Library development staff can supply a suggested procedure for organizing a telephone campaign)

14. Organize transportation committee to offer rides to polls.

Summarized by: Vivian Cazayoux

SUGGESTIONS FOR FURTHER READING

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VI. LIBRARY DIRECTOR

The most important thing a board ever will do is to hire a library director.

The board hires only the library director. Staff members are hired by the library director with board approval. People are crucial to the operation of the library, because it is a personal, one-on-one service. The performance of the library director and of the staff determine whether the community has a vital, useful, educational, and informational agency, or a cold, ineffective reading room.

Hiring and firing the library director are among the most difficult things a board does. Policy statements should set procedures for both of these eventualities, and the one constant that must be remembered is that the board's responsibility is to provide the best possible library service to the greatest number of persons. (See p.83 and p.87 Appendices: **Securing A New Library Director** and **Guidelines on Professional Placement Practices.)**

If evaluation reveals that the library director's abilities are not the ones required, remember that the library does not exist to provide employment. Be courageous and willing to take a stand for whatever is necessary for the good of the library.

When the position must be filled, don't rush into hiring. Take time to consider carefully what the situation requires and what the applicants offer. What professional capabilities, what personality characteristics does the job call for? The board has the opportunity to build success into the future by making the correct hiring decision.

Louisiana library law requires that the director of a public library be certified by the State Board of Library Examiners. The basic requirement for certification is a Master's degree from a school of library science accredited by the American Library Association (See p. 13 and p.89 Appendices: **Louisiana Revised Statutes 25:215 and 222 and State Board of Library Examiners Regulations.)**

If budgetary limitations demand considering employment of an inexperienced recent graduate, be aware that experience has to be gained somewhere and be prepared to help the library director learn. The Louisiana State Library can provide vital assistance in the orientation of a new librarian and will respond to a request to do so.

The best qualified applicant will be the biggest bargain. Experience can make the money go further, and innovative ideas can enable the library to move in new directions.

The library director has the right to expect of the board:

1. Solid support of the library director's administration of board policies
2. A free hand in operating the library
3. Communication of information, complaints, or instructions between staff and board only through the library director
4. An atmosphere of complete honesty, cordiality, and respect
5. A regular evaluation of how well the job is being done with protection against arbitrary removal

The board has the right to expect of the library director:

1. The best possible performance on the job

2. An understanding of staff development and a willingness to impart to staff the feeling that the staff member is the library when dealing with a user

3. A readiness to take the initiative to encourage trustee education and participation in local, state, and national affairs

4. An atmosphere of complete honesty, cordiality, and respect

5. A willingness to have performance evaluation

Appendix 21

SECURING A NEW LIBRARY DIRECTOR

by Andrew Geddes and James A. Hess

Mr. Geddes is director, Nassau County Library System, Garden City, New York,
and Mr. Hess is a trustee of the Public Library of East Brunswick, New Jersey.

The employment of a competent director is the most important single responsibility of a library board. In approaching the task of selection, trustees should make use of their accumulated experience, do their homework, and chart a course which will assure them of the best possible chance for success. The following guidelines should help a board in its efforts to secure the right administrator.

Preliminary Assessment

Before even thinking about a new director, a board should take a hard look at the current status of the library. This might well begin with an exit interview with the present director. What does this session reveal as needs requiring immediate attention? Is the personnel policy adequate? Will the transition be smooth? Are changes indicated? If so, now is the time to make the necessary decisions.

At this time of self-examination, the board may be wise to address itself to such fundamental questions as: What is the role of this library in the community today? Have library needs changed in the community? Has our library kept pace? What do we want in our next director?

Homework before You Advertise

The board should next take several steps which will enable it to meet candidates for the directorship with confidence.

1. *Develop or obtain an existing up-to-date description of the community.* Along with geographic and demographic information, this should include facts about the economy, government, education, recreation, and cultural activity. It should make note of any important trends or changes underway.
2. *Prepare or obtain an up-to-date description of the public library program in the community and its relationship to other library programs in the area.* For the public library, this should include a history of the institution, its board composition, its articles of incorporation and by-laws, together with facts on staffing, collection, programs, and budget. For the schools, information should be provided on the number and location of each, the kinds of library service offered, methods of staffing, collections, and how they are housed. For the colleges and universities and for special libraries, the same kinds of information will be needed as for schools. A summary of existing cooperation among all of the types of libraries listed should be added.
3. *Write or update a detailed job description of the position.* Include data on specific duties, salary, fringe benefits, hours, Civil Service requirements, period of probation, etc. (You may need professional guidance on this one.)
4. *Review Civil Service regulations which affect your library.* Answer the following questions:
   a. Is the director's position included?
   b. If so, what are the Civil Service requirements?
   c. Has a board member met with Civil Service personnel to learn necessary procedure?
   d. What forms must be completed?
   e. Must one follow Civil Service regulations absolutely?
   f. How does one get a Civil Service list to canvass?
   g. What can we do if there is no Civil Service list?
   h. What are the board's prerogatives?
5. *Create or adopt a standard reference form* to be sent with return-addressed, stamped envelope to former employers and others whose names are given as references.
6. *Agree upon a fairly standard series of questions* to be posed to each candidate so that
   a. each candidate is asked to respond to the same questions and therefore the same basis for evaluation will exist; and
   b. the interview proceeds smoothly and unproductive lulls do not develop.

   (Some of the topics which might be dealt with in interviews are: What are the interviewee's goals? How interested is the person in your position and on what terms? What questions does the candidate have for the board? What are this individual's strengths? What should be the relationship between the library director and the board?)
7. *Make up a standardized evaluation sheet* so that during interviews the interviewing committee can be evaluating the same characteristics—within a flexible interview format, of course.
8. *Consider whether outside assistance should be secured to assist in interview sessions.* This might be a library consultant, a member of the system staff if your library is part of a system, one or more other librarians from the community, librarians within your own library, or a member of a lay group such as Friends of the Library. Initial screening may be done by one or more of these groups, final screening by the board or a subcommittee of it.

9. *Decide whether the director will be offered a contract, a schedule, or an open-ended agreement.*
10. *Make provision for costs of interviews and moving.* What expenses will the board reimburse for those coming for interviews? What costs of relocation will the board pay? Inform all candidates invited for interviews of the board's policy on these expenses.
11. *Take a good look at your present staff—now that you know what you want and are ready for interviews*—one of them might be eligible. However, don't select such a person just because he or she is handy. You are looking for the best person for the job, who may or may not be one of your own. If the assistant librarian or another staff member is expecting to be offered the job—explore possible reactions if the local person is not hired.
12. *Give consideration to eligible persons from nearby libraries,* but keep in mind your continuing relations with people from those libraries who might resent what they would describe as raiding. If your screening produces a candidate on the local scene, proceed with the interview process. And . . .

Advertise

To let the library world know of your need as well as the opportunities involved in directing your library, you should now compose a carefully worded ad for insertion in selected publications. It is also good personnel practice to reach as many potential candidates as possible. The ad should include details as to salary, library school degree, years of experience required, location, and some attractive features of your position. Blind ads may greatly reduce the response you receive. Ask for resumes and set a deadline for receiving them.

Be sure to designate one person to receive applications. This is usually the president or secretary of the library board.

When your ad is ready, you will need to decide where it is most likely to produce results and arrange for its placement. The following are some of the publications and services which are regularly used for this type of advertisement: The *New York Times* and or the metropolitan newspaper that serves your area, *Library Journal, Wilson Library Bulletin, American Libraries, LJ/SLJ Hotline,* library school placement offices, National Registry for Librarians, state association and state library publications, or telephone joblines. A word of caution, however. Except for the *New York Times,* a long lead time is needed for copy especially for profession periodicals.

In addition, use word-of-mouth advertising among friends and colleagues to spread the news of this available position. This method often works well and quickly, but should not be relied upon exclusively.

As applications are received, those not meeting established qualifications should be screened out and the applicants so notified. References should now be checked for the others, using the reference form adopted earlier. However, receipt of all applications should be acknowledged promptly.

As soon as the board feels that it has in hand applications from likely prospects, it is ready to . . .

Interview

First, hold an interview planning meeting of your total board at which decisions should be made on the following:

1. The number of applicants to be interviewed (usually no more than three to five). (Interview expense may influence this decision. However, it is wise to spend the necessary amount to look at a good array of candidates.)
2. The order of preference for interview.
3. The sending of letters to candidates scheduling the interviews.
4. The *one* person who will be responsible for conducting interviews, with others assisting. (The interview team should be held to a reasonable size, e.g., three to five, in the case of large boards.)
5. The appropriate setting for interviews.
6. The arrangements for accommodations for out-of-town candidates who might need them.
7. The tour of the library and community for each candidate (which may be handled by a group other than the interview team).

As scheduled, the interview team now conducts the interviews, encouraging maximum exchange of information. Allow time between interviews in order to complete evaluation sheets while impressions of the candidate and his/her reactions are fresh in the minds of interview team members.

After interviews are completed, select the best potential director through discussion and by ranking candidates based on interviews and evaluation sheets. Phone to offer the position. Follow up with a confirming letter or contract which includes details of the appointment and reporting date. Include a second copy for the director's signature and return.

By ranking the acceptable candidates, the board will save itself time if the first choice declines the offer or is unavailable for other reasons. The board chairman can then quickly proceed to contact the second choice.

Write to unsuccessful candidates thanking them and informing them of your decision *ONLY* after an acceptance has been received.

Before the Director Arrives

There are a number of courtesies which may be extended during the period between job acceptance and the reporting date. These can set the tone for a mutually satisfactory board - director relationship. Assistance in the family's relocation, particularly with school and housing information and additional information about the library and the community, may be provided as part of further orientation. For example, a subscription to the local newspaper may be valuable in acclimating your new director and family. Week-end visits can sometimes be arranged prior to the reporting date if desired.

Upon Arrival

It is most important that knowledgeable trustees or staff members be on hand to meet and welcome the new director. News releases and photographic coverage should be arranged as soon as possible. Personal introductions to appropriate community personnel should be scheduled promptly, including the opportunity to meet local government officials. A good method of expediting this process is a formal or informal open house or reception hosted by the board.

After the Director Is on the Job

Good personnel practice calls for a predetermined probationary period if this is not already included in Civil Service procedures. This will usually be either six months or one year. Early in this period, some short and long term goals for the current director's administration should be set by the director and approved by the board.

During probation, your director's performance in the achievement of these goals should be carefully evaluated. The following are some questions the board might use in its evaluation:

1. Is your director an effective administrator organizing own work and that of staff?
2. Does he/she show initiative, creativity, follow-through?
3. Are deadlines being met, goals achieved?
4. Is director tactful?
5. Does board feel library program is really being promoted?
6. What are director's relations with board? With staff?

For evaluation, trustees should write statements concerning director's strengths and weaknesses. The board should then discuss his/her performance in executive session and with the director. A decision to retain or dismiss should be made during the probationary period and the director promptly informed.

The board's responsibility for evaluation of the director does not end at the conclusion of the probationary period. It is ever present. Formal and informal evaluations should be done periodically. Satisfactions and dissatisfactions should be recorded and discussed with the director. Problems should be documented as a basis for future decision. Reward good performance: a raise in salary, public recognition, and moral support are a few examples of ways to do this. However, if performance is in doubt, annual increases should not be given automatically just because they are on the schedule. The board should never retain a director if a majority of board members are convinced no improvement is possible.

Summary

1. Establish guidelines for position you seek to fill.
2. Put together an attractive package of salary and fringe benefits to interest the person you really want.
3. Screen applicants carefully (including reference checks), with professional assistance when possible.
4. Agree on goals and objectives director is to achieve.
5. Evaluate performance.
6. Decide to retain or let go during probationary period.
7. Continue evaluation of performance on a periodic and meaningful basis.
8. Reward satisfactory performance or, when necessary improvement is not possible, discontinue employment.

From: *The Public Library Trustee*, May 1974. pp. 1-3.

Appendix 22

GUIDELINES ON PROFESSIONAL PLACEMENT PRACTICES

by Edwin S. Gleaves

LIBRARIES--EMPLOYERS

1. **Posting.** In fairness to all those seeking employment in libraries, including those from racial and ethnic minorities, all openings should be publicized widely with North American schools, publications, or agencies, including such cooperative endeavors as job hot-lines and state placement services. These procedures should be part of any affirmative action program.

2. **Response.** Employing librarians should attempt to respond to all inquiries concerning positions in their libraries, and especially when such positions have been advertised publicly. Responses to inquiries which have not been solicited, even if by only form card or letter, would be desirable.

3. **Invited visits.** When candidates are invited to the library for interviews concerning a position, the conditions and provisions of travel and accommodations should be made clear to the candidate; and candidates should be invited for interviews only if there is a reasonable possibility of being hired for a library position.

4. **Information.** Employers should provide a fair and accurate picture of the conditions of employment, and if possible should provide the candidates with material on the library which would help to provide such a picture.

5. **Closing of posting.** The posting should not be closed and the position offered until at least two weeks have elapsed. Libraries should reaffirm availability of the position if not filled within a reasonable time period and/or more candidates are sought. Closing dates should be included with notices whenever possible.

6. **Job Offer.** Unless covered in part by a document given the candidate, the library offer should be in writing and cover the following: title, classification, duties, responsibilities, benefits, salary, salary review, evaluation dates and procedure, supervisor, and work location if different from employing library.

7. **Notification.** As soon as possible subsequent to an interview in the library and the appointment decision, employing libraries should notify the candidates of the decision concerning the particular position; in all cases candidates who have been interviewed in the library for a particular position should be notified directly once the position is filled.

8. **Acceptance.** The employer should set a reasonable time period within which the candidate is expected to respond to an offer, and then that response by the candidate should be accepted as final. If reapplication is necessary in order to qualify for another position in that library, the candidate should be so notified.

From: *The OLPR Bulletin*, November 1974. pp. 1-2.

Appendix 23

STATE BOARD OF LIBRARY EXAMINERS REGULATIONS

The State Board of Library Examiners issues two types of certificates:

1. EXECUTIVE
2. TEMPORARY

Requirements to be met by candidates for Executive Certificates are:

1. A baccalaureate degree

2. Professional education, culminating in a degree (either a second bachelor's degree, as a B.S. in L.S., or a master's degree with at least one academic year of library science) representing a minimum of five years of study beyond secondary school level. This degree must have been granted by a library school accredited by the American Library Association.

3. Three years' executive experience in a public library of recognized standing, after receiving the library science degree.

Candidates for Temporary Certificates must have all of the above qualifications except the years of executive experience. Such certificates are issued by the Board only as emergency measures. It is expected that individuals holding Temporary Certificates will qualify for Executive Certificates within three years.

Candidates must attain a grade of at least 75 in the examination to be granted a certificate.

The examination covers the following aspects of public library service:

1. Library organization and administration
2. Library budgets and financial operation
3. Standards for library service
4. Louisiana library law
5. Current status of library development in Louisiana

The examination is given both orally and written. The oral examination includes an interview with the candidate. In addition, the written statements from references supplied by the candidates are used in evaluating the candidates.

Application blanks for permission to take the examination may be obtained from the State Board of Library Examiners, Louisiana State Library, P. O. Box 131, Baton Rouge, LA 70821.

At the time of application for examination, all applicants for certificates as librarians shall pay a fee of $5.00 to defray expenses of the Board, as required by R.S. 25:222.

The examination is given annually on the last Friday in September, unless circumstances necessitate a change of date. Announcement of examination is made at least two months before examination is given, and all applications for that examination must be on file in the Louisiana State Library not later than a month before the date of the examination. In an emergency, with special permission of the Board, a candidate may be permitted to take the examination if his application is received after the announced date.

The Board reserves the right to cancel any announced examination if fewer than three candidates signify their desire to appear.

Any certificate may be revoked for cause.

An Executive Certificate is issued for five years, and is renewable if the holder of same is serving in a satisfactory administrative capacity in a city, parish or state library position.

A Temporary Certificate may be changed to an Executive Certificate without the necessity of another examination if the holder completes the prescribed amount of executive experience in a public library of recognized standing.

STATE BOARD OF LIBRARY EXAMINERS

M. E. Wright, Jr., Chairman

Glenna K. Lusk

John B. Richard

September, 1978

SUGGESTIONS FOR FURTHER READING

"ALA Equal Employment Subcommittee Guidelines for Library Affirmative Action Plans." *American Libraries*, July-August, 1976. pp. 451-453.

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VII. PUBLIC RELATIONS

Any institution that depends on the tax dollar must report to the public if it expects to survive. It is essential to have good service to report, to have real relevance to the community, and to let the community know it. PUBLIC RELATIONS IS PERFORMANCE PLUS RECOGNITION.

LIBRARY TO COMMUNITY

Trustees have a vital role to play in the library's communication with the public it serves. The library board is one of the best channels of two-way communication. Trustees can effectively interpret the library to the community and "tell-and-sell" its programs and services. The board helps to carry the library out into the community and it must feed from the community back to the library.

FEEDBACK, COMMUNITY TO LIBRARY

Trustees must be knowledgeable about the community. They must listen to the community, always receptive to ideas about services needed, to identify developing trends, and to see new ways in which the library can be useful. Trustees also must listen to complaining patrons, hearing their complaints graciously, and be the conduit through which the complaints move back to the library director. Every time a trustee listens and responds, some kind of relating to the public is going on. The trustee represents the library, and can be--indeed, must be--an important member of the public relations team.

LIBRARY ORIENTED PUBLIC RELATIONS PROGRAMS

Trustees, in their policy-making, planning, money-producing roles, determine to a great extent how well the library is going to serve the community. The board must work for service that is good. Then it must urge a planned program of public relations that will insure that the public knows what is available, what is going on, and what it is getting for its tax dollar.

Such a program may include:

1. Newspaper publicity
2. Television and radio spots
3. Book reviews in newspapers and on radio but remember, relation to the WHOLE public is desired, and that includes those who do not use the library, so: get the book on sports mentioned on the sports page, the book on estate planning in the financial section, and so on. Non-users aren't reading the book page.
4. An attractive annual report, widely distributed
5. Art or other special interest shows in the library
6. Library events mentioned in church bulletins

7. Specialized collections such as dress patterns and cook books, well publicized; the non-user will come in for a pattern or a pickle recipe, but only if he/she knows it's there

There are many ways to tell the library story. Be alert to the local situation and the possibilities for tie-in with other institutions and agencies. Remember that the novel or non-traditional often has great appeal, particularly in the guest for the patronage of the non-user. Trustees should welcome creative thinking and be prepared to consider ideas that are outside their own experience.

POSITIVE TRUSTEE PARTICIPATION

The individual trustee not only represents community feedback to the library, but is a positive voice for the library in the community. Board members must be sure that they are identified in the public consciousness as the library trustees. Then they must utilize every opportunity to relate the library to the lives of those with whom they come in contact in every arena in everyday life.

For example, trustees should:

1. Suggest use of library to local groups planning programs
2. Make talks about the library before organizations
3. Know the library's services and spread the word informally
4. Keep political fences mended for the library's benefit
5. Appear before the governing authority to report or commend as appropriate

Trustees are in the front line in lobbying efforts for library legislation at the state and national levels as well as the continuous lobbying effort locally to insure a friendly political climate. Libraries live on public monies, so the effective trustee has to learn how the political world works. Like it or not, library boards are in politics and must learn to operate effectively in that arena. (See p.71 and p.97 Appendices: **LLA Legislative Network** and **How to Write a Letter to Your Congressman.)**

FRIENDS OF THE LIBRARY

Many library boards have found that they need help in telling the library story. In some communities board members have encouraged citizens who are interested in, and enthusiastic about, the library's present or potential services to form a Friends of the Library organization.

Friends do not participate in the work of the board and should be a separate organization, although trustee liaison with the group is desirable.

Some Friends' activities which have been especially fruitful are:

1. Working for new facilities
2. Presenting special programs such as story hour, art shows, etc.

3. Raising money for special purchases
4. Publicizing memorials and gifts
5. Assisting in campaigns for ballot propositions

The Louisiana State Library will supply on request materials on how to organize a Friends group. (See p.99 Appendix: **How Are Friends' Groups Organized?)**

Appendix 24

HOW TO WRITE A LETTER TO YOUR CONGRESSMAN

The most frequently used, correct forms of address are:

To your Senator:

The Honorable (full name)
United States Senate
Washington, D. C. 20510

Dear Senator ______________ :

To your Representative:

The Honorable (full name)
U. S. House of Representatives
Washington, D. C. 20515

Dear Mr. ______________________:

"Sincerely yours" is in good taste as a complimentary close. Remember to sign your given name and surname. If you use a title in your signature (Miss, Mrs., Ms., etc.), be sure to enclose it in parentheses.

Forms similar to the above, addressed to your state capital, are appropriate for your state representatives and senators.

To your State Senator:

The Honorable (full name)
Louisiana Senate
P. O. Box 44183
Baton Rouge, LA 70804

To your State Representative:

The Honorable (full name)
Louisiana House of Representatives
P. O. Box 44281
Baton Rouge, LA 70804

Where possible use your official letterhead. If this is not in order, and you write as an individual, use plain white bond paper, and give your official title following your signature as a means of identification and to indicate your competency to speak on the subject.

REMEMBER:

1. Your congressman likes to hear opinions from home and wants to be kept informed of conditions in the district. Base your letter on your own pertinent experiences and observations.
2. If writing about a specific bill, describe it by number or its popular name. Your congressman has thousands of bills before him in the course of a year, and cannot always take time to figure out to which one you are referring.
3. He likes intelligent, well-thought-out letters which present a definite position, even if he does not agree with it.
4. Even more important and valuable to him is a concise statement of the reasons for your position--particularly if you are writing about a field in which you have specialized knowledge. He has to vote on many matters with which he has had little or no first-hand experience. Some of the most valuable help he gets in making up his own mind comes from facts presented in letters from persons who have knowledge in the field.

5. Short letters are almost always best. Members of Congress receive many, many letters each day, and a long one may not get as prompt a reading as a brief statement.

6. Letters should be timed to arrive while the issue is alive. If your congressman is a member of the committee considering the bill, he will appreciate having your views while the bill is before him for study and action.

7. Your congressman likes to know when he has done something of which you approve. He is quite as human as you, so don't forget to follow through with a thank-you letter.

AVOID:

1. Letters that merely demand or insist that he vote for or against a certain bill, or that tell him how you want him to vote, but not why. He has no way of knowing whether your reasons are good or bad, and therefore he is not greatly influenced.

2. Threats of defeat at the next election.

3. Boasts of how influential the writer is in his own community.

4. Asking him to commit himself on a particular bill before the committee in charge of the subject has had a chance to hear the evidence and make its report.

5. Form letters or letters which include excerpts from other letters on the same subject.

6. Writing to a congressman from another district, except when the letter deals with a matter which is before a committee of which he is a member. Otherwise, congressional courtesy makes him refer letters from non-constituents to the proper persons.

7. Writing too many letters on the same subject. Quality, not quantity, is what counts.

ALA Washington Office
September, 1970

Appendix 25

HOW ARE FRIENDS' GROUPS ORGANIZED?

First, develop a planning committee. It should be small and consist of people with a proven concern for the library and interest in forming a Friends of the Library group for action.

Planning committee should decide:

(1) Time and place of first meeting.

(2) Whom to invite (a big initial meeting is not essential, but the planning committee should make every effort to get a representative cross section of the community at the first meeting).

(3) How to notify--i.e., personal contact, postcard, form letter, telephone call.

(4) Who will be chairman of the first meeting.

(5) Who will explain the purpose of the Friends.

(6) Whether to organize at the initial meeting or to set a later date for organization meeting.

(7) Length of meeting (don't let it run too long--better to meet again).

At the first meeting the agenda might include:

(1) Welcome by the chairman or librarian or representative of board of trustees.

(2) Explanation of purpose and function of the Friends.

(3) Resolution to form organization.

(4) If possible, election of officers--president, secretary, treasurer.

At the first meeting or succeeding meeting action might be taken on:

(1) Adopting constitution and bylaws.

(2) Naming of standing committees by executive board or officers.

(3) Determining dues scale--often $1.00 with graduated amounts for associate, sustaining, and patron members.

(4) Establishing meeting schedule.

Adapted from: Wallace, Sarah L., ed. *Friends of the Library: Organization and Activities.* Chicago: American Library Association, 1962.

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SUGGESTIONS FOR FURTHER READING

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Powell, Judith W. and LeLieuvre, Robert B. *Peoplework; Communications Dynamics for Librarians.* Chicago: American Library Association, 1979.

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Seymour, Whitney N. and Layne, Elizabeth N. *For the People: Fighting for Public Libraries.* Garden City: Doubleday, 1979.

Sherman, Steve. *ABC's of Library Promotion.* 2d ed. Metuchen, N. J.: Scarecrow, 1980.

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VIII. CONTINUING EDUCATION

Goethe said it: "There is nothing more frightful than ignorance in action."

Accomplishment and expertise in other fields (business, industry, arts, higher education, etc.) do not automatically insure that a board member has the know-how to be a good library trustee. Good library trusteeship must be learned, and in many cases outside initiation and stimulation are needed to start and maintain the learning process. Every trustee not serving the library at full potential represents an untapped resource, one which the library can ill afford.

The board has its share of responsibility to see that the new member receives proper orientation, and that all members receive materials and information to keep themselves current and advancing in library philosophy and services.

The library director can be an effective developer of trustee excellence. The library director, as the professional expert, must open up the world of libraries and librarianship beyond the local scene and invite the trustee to move into it. Not to do so is inexcusable, whatever the reason might be: inertia; fear that a knowledgeable board might demand more than the status quo; or evasions such as: "Our trustees don't have time for all that," "Our trustees aren't interested," or "Our trustees won't meet for more than an hour."

The library director can encourage continuing education for trustees by recommending:

1. A policy that all new trustees have a planned orientation
2. A policy of library-paid dues for trustee memberships in state and national library associations
3. A policy of financial support for trustee travel with an annual budget item to cover attendance at regional, state, and national meetings of library organizations

LIBRARY ORGANIZATIONS

The Louisiana Library Association offers many learning experiences through publications, association activities, and through its various sections, including the Trustee Section. The annual LLA conference offers a Trustee Section program as well as general programming of interest to all members. In most areas of the state there are regional trustee organizations that also meet once a year with more localized programming.

The American Library Association (ALA) and one of its divisions, the American Library Trustee Association (ALTA) hold annual meetings with workshops and program meetings where the trustee may meet with colleagues from over the nation. The Southwestern Library Association (SWLA) holds such meetings biennially. There are opportunities to talk, to hear how other trustees have solved similar problems, and to exchange experiences and information. At these meetings a trustee learns and gains a sense of libraries as a vast network across the nation with no library being isolated. This learning inevitably benefits the local library which the trustee serves. (See p. 105, p. 106, and p. 107 Appendices: **American Library Association, American Library Trustee Association,** and **Southwestern Library Association.**)

The trustee also should be aware of the National Commission on Libraries and Information Sciences (NCLIS). (See p.108 Appendix: **National Commission on Libraries and Information Sciences.)**

TRUSTEE TRAVEL

The library director should insist that trustee travel to such meetings and dues paid to support such organizations are good and justifiable uses of public funds. Participation must not be limited to members who can pay their own expenses and trustees sometimes are hesitant and reluctant to use library money. The library director should urge trustees to attend meetings, offer to make registration and reservation arrangements, and suggest current articles related to program emphases.

After the first plunge, most trustees continue to increase their interest and effort. Trustees who read, attend meetings, and talk with other trustees begin to ask new kinds of questions. The library director must be ready to help trustees learn. Efforts to help trustees become better informed always are well repaid. The worth of a knowledgeable, enthusiastic, vital trustee is recognized in library circles, and there are state and national awards to recognize top performance. (See p.110 Appendix: **Trustee Citations and Awards.)**

STAFF CONTINUING EDUCATION

Board policy also should encourage continuing education for staff members. This encouragement can take the form of support for staff to attend association meetings or continuing education workshops.

Board policy should state that the library director is expected to attend meetings of professional associations and further to encourage and create opportunities for staff members to up-grade their competencies.

Time and money spent for trustee and staff to learn to do their jobs better and to be motivated to greater performance will earn a high rate of return in improved library service to the community.

Appendix 26

AMERICAN LIBRARY ASSOCIATION

The American Library Association, founded in 1876, is the oldest and largest national library association in the world. Its concern spans all types of libraries: state, public, school, and academic libraries; special libraries serving persons in government, commerce and industry, the arts, the armed services, hospitals, prisons, and other institutions. With a membership of libraries, librarians, library trustees, and other interested persons, the association is the chief spokesman for the people of the United States in their search for the highest quality of library and information services.

The primary objective of the association is to promote and improve library service and librarianship.

The association publishes a monthly journal, *American Libraries*, with news of the association and library activities and concerns throughout the country. The address of the main office of the association is:

American Library Association
50 East Huron Street
Chicago, IL 60611

The association also maintains an office in Washington, D. C., to provide a link between ALA members and the federal government. The staff relays news of important government actions affecting libraries to the membership and supplies information and assistance to government agencies and Congress. This office supports legislation benefiting libraries and library service and works for meaningful appropriations levels for federal library-related programs.

The *ALA Washington Newsletter* is published by this office at irregular intervals. It is an excellent source of information on the current status of federal legislation affecting libraries. The address of the Washington office is:

American Library Association
110 Maryland Avenue, N. E.
Washington, DC 20002

Summarized by: Vivian Cazayoux

Appendix 27

AMERICAN LIBRARY TRUSTEE ASSOCIATION

The American Library Trustee Association is a division of the American Library Association interested in the development of effective library service for all people in all types of libraries. It maintains a continuing comprehensive educational program to enable library trustees to discharge their important responsibilities in a manner best fitted to benefit the public and the libraries they represent. It works with and gives assistance to organizations of library trustees in the states and regions and publishes quarterly *The Public Library Trustee.*

ALTA maintains a full structure of standing and special committees and library trustees are encouraged to join and volunteer for committee service. The address of the association is:

American Library Trustee Association
50 East Huron Street
Chicago, IL 60611

Summarized by: Vivian Cazayoux

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Appendix 28

SOUTHWESTERN LIBRARY ASSOCIATION

The Southwestern Library Association is a library association representing all members of the library community in the six-state region of Arkansas, Arizona, Louisiana, New Mexico, Oklahoma, and Texas. It is the organization concerned with commonly recognized regional interests and needs of libraries and their staffs.

The association publishes a bimonthly *Newsletter* giving information about SWLA projects, a continuing education calendar, and news of events which affect libraries regionwide. It also sponsors biennial program conferences and special seminars for members including workshops and other group meetings.

In response to an expression of need from the membership, the association coordinated a program of continuing education for library staffs from 1974 to 1979. The attention of the association has now been turned to the development of a regional literacy effort aimed at identifying the role of libraries and helping libraries address problems of low literacy rates in the Southwest.

In addition the association has conducted several programs funded by the National Endowment for the Humanities. The current project is planned to demonstrate a model for public libraries to present public programming in oral history in southwestern communities.

Summarized by: Vivian Cazayoux

Appendix 29

NATIONAL COMMISSION ON LIBRARIES AND INFORMATION SCIENCE

The National Commission on Libraries and Information Science was created by an act of Congress in 1970 (PUBLIC LAW 91-345) as a permanent, independent agency within the executive branch. The commission is charged to develop and recommend to the Congress and the president plans for the provision of library and information services and for the coordination of activities at the federal, state, and local levels necessary to meet the library and information needs of the nation more effectively.

Primary responsibility for the development of plans to implement the stated policy was given to this commission composed of fifteen members, five of whom should be librarians or information specialists, and ten citizens. The first meeting of the commission was held in 1971, and the group holds meetings or public hearings each year.

The commission spent the first four years of its existence identifying current problems through studies and public hearings and developing a national program. The National Program Document, *Toward a National Program for Library and Information Services: Goals for Action*, is based on needs identified during the four years. The Program Document, adopted by the commission in May 1975 and transmitted to the Congress and to the president, describes a long-range program for the development of an integrated national network of libraries and information services to meet the current and foreseeable information requirements of the citizens of this country.

Since the adoption of the National Program Document much of the commission's effort has been directed towards acquiring and disseminating information related to the National Program whose goal can be stated as:

> To eventually provide every individual in the United States with equal opportunity of access to that part of the total information resource which will satisfy the individual's educational, working, cultural, and leisure-time needs and interests, regardless of the individual's location, social or physical condition, or level of intellectual achievement.

In November of 1979 the commission conducted a White House Conference on Library and Information Services, the first such national forum to discuss library and information needs of people throughout the country, and how their needs should be met and funded.

In preparation for the conference, over 100,000 Americans met in fifty-seven state and territorial conferences to assess their needs and resources and to establish their priorities.

A number of resolutions were passed at the conference. Five of the key resolutions called for: an office of library and information services within the new Department of Education with an assistant secretary of education at its head; a national information policy to ensure that government agencies at all levels work together to make available all new and existing library and information services to the maximum extent possible; state, local, and federal governments to work together to identify the functionally illiterate, to coordinate programs to train them with the state and federal government sharing the costs of these programs; libraries to reach out to special groups of the population--children, youth, the aged, home-bound, racial and ethnic minorities, physically handicapped, and

and emotionally disturbed, and eliminate barriers that now separate them from library and information services; the establishment of a new federal program to provide for international training and exchange of library and information personnel and the free flow of library materials of all kinds across national borders.

Summarized by: Vivian Cazayoux

Appendix 30

TRUSTEE AWARDS AND CITATIONS

The Louisiana Library Association annually presents the Modisette Award to a public library trustee who has rendered distinguished service to libraries in Louisiana. The award is named in honor of the late James O. Modisette, a longtime member and chairman of the State Library Board.

The recipient of the award is selected by a committee from a detailed letter of recommendation, listing accomplishments and contributions of the nominee. Library activities in the state as well as service to a local library are taken into account.

The award is presented during the annual LLA conference and must go to a trustee in actual service during the calendar year preceding the presentation. The deadline for submitting nominations is February 1 of each year.

* * * * * *

The American Library Association annually presents citations to two outstanding library trustees for distinguished service to library development whether on the local, state, or national level. Equal consideration is given to trustees of small and large public libraries. The recipients are selected by a committee of the American Library Trustee Association which administers the award.

The citations are presented during the annual ALA conference and must go to trustees in actual service during the calendar year preceding the presentation. The deadline for submitting nominations is December 15 of each year.

Summarized by: Vivian Cazayoux

SUGGESTIONS FOR FURTHER READING

Holden, Barbara B. *The State Trustee Organization.* American Library Trustee Association Publication, No. 2. Chicago: American Library Association, 1968.

Taylor, Velma. "Modisette Award Trustees." *Louisiana Library Association Bulletin.* Spring, 1962. pp. 7-12.

Warncke, Ruth. *Planning Library Workshops and Institutes.* Public Library Reporter, No. 17. Chicago: American Library Association, 1976.

Library Periodicals

ALA Washington Newsletter. Newsletter covering legislation of interest to libraries. Published twelve times a year at irregular intervals.

American Libraries. Monthly magazine of the American Library Association.

C'est C. E. Bon. Monthly calendar of continuing education opportunities in Louisiana and the south.

Library Communique. Monthly newsletter of the Louisiana State Library.

Library Journal. Semi-monthly publication of the R. R. Bowker Co.

Library Trends. Quarterly publication of the University of Illinois Graduate School of Library Science. Each issue is concerned with one aspect of librarianship.

Library Trustee Newsletter. Bimonthly publication available from P. O. Box 110, Glen Ridge, N. J. 07028.

Louisiana Library Association Bulletin. Quarterly magazine of the Louisiana Library Association.

Public Libraries. Quarterly newsletter of the Public Library Association.

Public Library Quarterly. Quarterly publication of the Haworth Press, 149 Fifth Ave., New York, N. Y. 10010.

Public Library Trustee. Quarterly newsletter of the American Library Trustee Association.

Southwestern Library Association Newsletter. Bimonthly newsletter of the Southwestern Library Association.

Wilson Library Bulletin. Monthly publication of the H. W. Wilson Co.

IX. CONSTRUCTION

The adage "Mighty oaks from tiny acorns grow" is true when applied to a completed, fully furnished and stocked new library building or newly remodeled facility. All that improvement began with someone's comment that plans for the future were going to be hard to carry out in the space now available.

A new building allows the opening of many opportunities. Planning for it must take into account not only meeting present needs, but must anticipate future growth and new opportunities for service, as well. (See p. 117 Appendix: **The Public Library Trustee and Building Problems.**)

FINANCING

Financing a library building is usually a major problem. Louisiana statutes set out the various ways the money part of the project may be handled. These include:

1. Bond issue
2. Special tax
3. Gifts and bequests
4. Grants
   There are various sources of money for library construction available in federal government grants. Regional planning agencies can help to identify possibilities. (See p. 120 Appendix: **Regional Planning Agencies.**)
5. Revenue sharing funds appropriated by governing authority

Trustees should be forceful in seeking funds for needed construction. Any of the above sources or combination of sources is a possibility. A consultant from the Louisiana State Library will be able to give suggestions and advice.

New buildings almost always cost substantially more for maintenance and upkeep than those currently in use. The new budgetary demands must be taken into account from the beginning in planning new construction.

INVOLVEMENT

A new building is an expression of the library's PLAN, most often a high-priority OBJECTIVE as the board moves toward its GOAL of the best possible library SERVICE for its community. Achieving a new building will demand skill in PUBLIC RELATIONS, abilities in the POLITICAL arena, and perhaps a recasting of library POLICIES. From these underlinings of trustee-related words, it becomes obvious that building is going to require the involvement of the "total trustee."

Dr. Kenneth Beasley, educator, political scientist, and public library consultant, in comments that apply to a new building situation, has said, "It is . . . no longer adequate to merely communicate the library's needs to some budget making authority. PEOPLE must be educated, convinced, and persuaded, they must be shown alternatives and priorities; and in some cases they must be both led and pushed." From communicating the need for a new library building to the library's public to the pouring of punch on dedication day, board members must be in the forefront of the effort.

THE TEAM

Once community support is achieved and financial ability assured a building team must be assembled. Building the library will be a cooperative effort from the beginning to the end of the project.

The team should include:

1. The library board
2. The library director
3. A library building consultant, unless the library director has demonstrated skill in library building planning
4. The architect, with supporting personnel
5. A library interiors planning consultant who might be a professional planner, unless one of the other members of the team is experienced in layout, in selecting library furnishings and equipment, and in writing specifications

Each member of the team has his/her own range of responsibility. (See p. 121 Appendix: **Planning a Library Building.**)

Warning: acceptance of a gift of inappropriate land or purchase of cheap land for the sake of stretching dollars is false economy. Choose the site carefully, with an eye to maximum user accessibility and convenience. Consider writing a policy statement setting out the conditions under which the board might consent to name the building or a room in the building in response to a gift. A board may need such a policy to enable it to give an impersonal negative to a prospective donor for whatever reason. (R.S. 14:316 prohibits naming a public building for a living person.)

RESPONSIBILITIES

The library board is the indispensable factor in the building program. The board, with appropriate counsel and advice, carries full responsibility for:

1. Initiating a building project
2. Organizing it
3. Finding the money to finance the project
4. Selecting the professional participants for governing authority approval
5. Selecting the site for governing authority purchase
6. Approving the architect's plans
7. Assuring compliance with state and federal regulations for public buildings, including accessibility by the handicapped. (See p. 123 Appendix: **Public**

Buildings--Access by Handicapped.)

8. Helping arrange the dedicatory ceremonies and announcements

9. Helping acquaint the public with the new services now possible

If the board is as involved as it should be, constructing the new building probably will be one of the greatest and most rewarding and exciting challenges it will ever face.

Appendix 31

THE PUBLIC LIBRARY TRUSTEE AND BUILDING PROBLEMS

by

WILLIAM CHAIT

First, let us look at the function of the trustees in a building program. To define it properly we have to consider the function of the trustees in any aspect of library operation; perhaps we might put it simply by stating that the trustee is in charge of policy making and the librarian is in charge of administering the library. The trustees make the laws and the librarian sets up the machinery to carry out the wishes of the trustees, but the definition is not that simple because policy making and administration are not easily differentiated.

A recent book published by the International City Managers' Association entitled, "Local Public Library Administration," states the case of board functions and responsibilities extremely well on pages 91 and 92.

> "In other words, the librarian's authority is generally by delegation from the board. Ideally, the library board should be concerned with the policies and the librarian with administration. In practice a complete separation is impossible. Students of management agree that policy and administration are not separate compartments but rather a continuum from what are obviously substantive policy questions on the one hand to what are obviously categorical administrative matters on the other. This policy-administration continuum is a characteristic of the governmental process in general, not just library boards and librarians. The dilemma is apparent also in the relationship of the city manager to the city council and in state and federal government as well. The development, implementation, review, evaluation, and reformulation of library policy constitute a complex, interacting process involving the library board and the librarian continually.
>
> It is the job of the librarian, based on his professional judgment, to develop recommendations for library programs and services with due consideration to community needs, services furnished by other public and private organizations, and the inevitable financial limitations of the library itself. It is the job of the library board to weigh and evaluate these recommendations and to apply judgment based on its knowledge of the community. Again it must be stressed that this is an interacting process. The library board of course, will initiate policy upon occasion and will take a direct interest in administrative matters. The library board relies on the librarian's professional judgment just as the librarian is mindful of the board's sensitivity to community values. The librarian and the library board are interdependent, and mutual confidence and respect are mandatory for effective working relationships.

I like to look at it this way, that the trustees are responsible for hiring a librarian, supporting him, giving him the tools with which to give library service to the community. The tools might be defined as buildings and books and that means money. The trustees should set the direction and the ground rules and let the librarian do the job. If he does it well he should be encouraged and rewarded and if he does not, he should be fired. I realize that the latter is easier said than done and I realize that good librarians are hard to find, but I believe that in a building project trustees should follow, to some extent the general rule to employ a good librarian, give him the tools, and then let him do most of the work with the control and guidance and opinions of the board of trustees.

However, this role of the trustees is extremely important in a building project. It is in a building project, perhaps, that the trustees make their greatest contribution and have their greatest responsibility. It is in a building project that the greatest amount of money is spent and that the mistakes take on permanence. A building, especially a main library, can cost a board of trustees more than several years of operating money. If the planning is not done well, if the building is not serviceable, it can cost the board of trustees and the community additional funds year in and year out over the lifetime of the building, which may be 50 years or more. It, therefore, becomes essential that the trustees pay a great deal of attention to the building program and make up an integral part of the planning team.

Now, what is the planning team. As you go through library literature on building you keep coming across this over and over again. I like to think of it as a team of library-connected and library-employed people who bring to life a building. This team usually has on it the library board of trustees, the librarian, the library building consultant, the architect, and in many cases an interior specialist. Each of these individuals or groups has well-defined responsibilities. Each of them is appointed by the board and should be responsible to the board. The board, therefore, determines how strong the team is and how well it operates.

Now, let us see what each one does. Again, we can turn to the City Manager's book and find beginning on page 281 a list of the functions of each of the planning team. Perhaps, I could just read them to you, but I think it would take too much time on this morning's program, so I would suggest that I try to summarize them.

First, we have appointed by the board, either in the past or immediately before beginning the building program, a librarian. This is the first person who should enter the picture on the planning team after the board of trustees, and the librarian has two important jobs. First, he determines the service program of the library, he sets up the library in accordance with the methods of operating a library of that particular size and in that particular community based on his own professional judgment and, secondly, he coordinates and researches for the board of trustees on the building project from its beginning to the very end.

I believe the next member of the planning team is a building consultant. We could spend an hour talking about library building consultants, their functions, how much to pay for their services, what to expect in the way of services, and the advantages and disadvantages of having a consultant. Again, for the sake of brevity, let me summarize by saying that unless your librarian has had extensive experience in planning buildings, by all means hire a consultant. While some authorities on library buildings do not agree with me, I would recommend that you hire a consultant before you hire an architect. Some of the authorities on library buildings believe that the librarian should write the building program and state what he wants in the building. It is my opinion that it is better to have the consultant do this because a librarian, especially one who has been in the job for years, tends to write the program in accordance with existing organization and methods. The librarian tends to think of the future of the library in the same manner as the past, while a consultant brings broad experience and a new viewpoint in the particular library's problem. The consultant projects into the future the development of this library and also brings experience in methods of writing programs. The consultant has further responsibilities in reviewing plans and working with the architect in translating the written program into plans.

It is at this stage that the architect gets into the picture and one of the board's very important functions is to find a good architect. Again, let me digress by stating something that authorities may differ on and that is that you do not necessarily need an architect who has had experience in library buildings. Any good architect with a good librarian, and a good library building consultant, can do a good job in planning a library building.

Finally, let me mention a member of the planning team who may or may not be used. Some insist on this individual and others never use him, and that is the interior specialist. This person is responsible for preparing furniture and equipment layouts, developing, specifications for these items, selecting color schemes and, in general, making sure that the library furniture and equipment is suitable for the job. Sometimes the architect has a person in his organization to do this work, other times an outside individual must be employed. Again, the board must make the decision based on the local situation and local needs.

Now, what does the board do in addition to appointing the planning team and trying to keep them from making mistakes? The first step is the decision that a new building is needed; perhaps, a remodeling job will take care of your needs, perhaps, an addition to an existing building will be satisfactory. There are many helpers that the board can call on in making this decision. Usually when a consultant is called the board has already decided that a new building is needed. However, a consultant may be used to help make a decision on whether to build or remodel or add to a building. A very suitable method is to use a group of citizens — a citizens committee — to work with the board in studying the situation thereby getting a broader viewpoint and to help determine what needs to be done. In Dayton, we used a citizens committee for the main library. In determining branch library needs, I call on the Dayton City Plan Board to survey population, neighborhoods, locations and to make recommendations on needs, size and location.

After the decision is made to build, or to remodel, the board then must think about where it is possible to obtain money to do this job. There are some communities where it is impossible to build even when needed, except through donations or contributions by the community or an individual, because of local economic conditions. In other communities there are sufficient tax funds to do the job. Here is where the board has a major responsibility. Then the planning team gets to work to determine how large a building, what needs to be in it, and how much it will cost. The next important step for the board is to direct a campaign to familiarize the community with the need for a new building and to raise the money needed from taxes or individuals. This is not the responsiblity of the librarian — this is the responsibility of the board and while the librarian must help, the board must consider this one of its major projects in the building program. By the way, before we get off this subject, be sure you know the various sources of funds and do not neglect the possibility of obtaining Federal funds through the Ohio State Library.

One of the big problems that might come up before the campaign and will be among the most controversial will be the site selection. Again, a whole program can be devoted to this but let me indicate that the board owes an obligation to the community to find a site for the new building where it will be used by the greatest number of people. To put a library in the middle of a park or at the edge of a city because it is near a school is a neglect of duty. The library must be put where the greatest number of people can reach it easily.

Now, that we have our money and site the board has, during this period, approved a written program of what is needed. The architect begins to work, either before the money is voted or soon after, and the board must approve the plans as they come along. The board must remember that it is finally responsible to the community and when they approve plans they are doing it for the whole community. After the plans are finished, the board legally authorizes invitations to bids, approves bids, and awards contracts. Then it approves furniture and equipment layouts and awards contracts, and finally the board approves payment of bills. *

What does the board not do? Well, there are many things that the board should not do, but since I am only a librarian, I do not dare tell you all of them. Let me indicate a few. The board should not meddle in details, or select colors; this should be left to the experts. The board should not argue over brick — this is why you pay an architect. An individual board member acting alone should not give orders to a contractor, or a board should not, in going through a building, give a workman any orders. They should work through the architect.

Perhaps I should put the whole thing more positively by saying that it is the board's responsibility to watch out for the community's interests, make sure that the laws are obeyed, and that all parties involved in the building project are honest. The board should keep the community informed of progress. It should see that all members of the team do their jobs; that the staff of the library is consulted and that the individuals involved in the building have their work reviewed by the board. Once the work is reviewed it should feel that it is its' obligation to support the librarian and other members of the planning team.

Finally, the board should attend the dedication of the new building and while you're there you should remember that it is going to cost a lot more to operate the new building than the old building and, therefore, your work as a board member is just beginning, because you are going to have to find more money to run a good library.

(Mr. Chait is director of the Dayton and Montgomery County Public Library and past president of the Ohio Library Association.)

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*In Louisiana the governing authority must advertise for bids and award contracts.

From: *Ohio Library Association Bulletin*, April 1966. pp. 24-28.

Appendix 32

REGIONAL PLANNING AGENCIES

Regional Planning Commission for
Jefferson, Orleans, St. Bernard
and St. Tammany Parishes
333 St. Charles Avenue, Suite 900
New Orleans, Louisiana 70130
Phone: (504) 568-6611

Capital Region Planning Commission
Post Office Box 3355
Baton Rouge, Louisiana 70821
Phone: (504) 383-5203

Capital Economic Development District
1723 Dallas Dr., Suite 1A
Baton Rouge, LA 70806
Phone: (504) 926-4371

South Central Planning and Development
Commission
Post Office Box 846
Thibodaux, Louisiana 70301
Phone: (504) 446-0514

Acadiana Planning and Evangeline Economic
Development District
Post Office Box 3322
Lafayette, Louisiana 70501
Phone: (318) 233-3215

Imperial Calcasieu Regional Planning
and Development Commission
Post Office Box 3164
Lake Charles, Louisiana 70601
Phone: (318) 433-1771

Kisatchie Delta Regional Planning and
Development District, Inc.
1220 MacArthur Drive
Alexandria, Louisiana 71301
Phone: (318) 487-5454

Coordinating and Development Council of
Northwest Louisiana
Post Office Box 37005
Shreveport, Louisiana 71103
Phone: (318) 226-7557

North Delta Regional Planning and
Development District, Inc.
2115 Justice Street
Monroe, Louisiana 71201
Phone: (318) 387-2572

Appendix 33

PLANNING A LIBRARY BUILDING

1.	Interview and hire a library consultant	Library director--Library board
2.	Preparation of library service--building program	Library director--Library board--Consultant
3.	Consultation with library board regarding building program	Library director--Consultant
4.	Consultation with library board regarding site or possible sites	Library director--Consultant
5.	Selection of site	Library board--Architect--Consultant
6.	Purchase of site	Police jury
7.	Selection of architect	Library board
8.	Appointment of architect	Police jury
9.	Review financial resources and probable estimated costs	Library board
10.	Final decisions: a. Size of building b. Determination of cost of building c. Determination of method of payment for construction d. Determination of cost of equipment	Library board
11.	Final decision on method of financing	Library board--Police jury
12.	Preliminary plans	Architect
13.	Begin furniture layouts	Library director--Consultant
14.	Approval for preparation of working drawings	Library board
15.	Final approval of working drawings and specifications	Library board
16.	Advertising for construction bids	Police jury
17.	Awarding of construction bids	Police jury

18.	Ground breaking ceremonies	Library board--Public officials
19.	Begin & supervise construction	Architect
20.	Laying of cornerstone ceremony	Library board--Public officials
21.	Planning for equipment	Library director--Consultant
22.	Final decision on equipment and furniture layout	Library board
23.	Advertising for equipment bids	Police jury
24.	Award equipment bids	Police jury
25.	Supervision of construction	Architect--Building committee
26.	Planning for & organization of move to new building	Library director--Staff
27.	Dedication & opening ceremonies	Library board--Library director Public officials

Adapted from table by: A. Chapman Parsons, Executive Director, Ohio Library Trustees Association

Appendix 34

PUBLIC BUILDINGS -- ACCESS BY HANDICAPPED

Act 625 of 1977 (R.S. 40:1731-1746) mandates that all public and governmental buildings be made accessible to the physically handicapped. The act establishes the American National Standards Institute (ANSI) regulations as the minimum standards for architectural barrier removal and makes the state fire marshal the enforcing agent to insure that architectural barriers are eliminated from both existing and new public buildings in the state. Briefly the act requires that:

- New public or governmental facilities, for which a contract was signed on or after January 1, 1978, should be accessible according to the ANSI specifications, *Making Buildings and Facilities Accessible to and Usable by Physically Handicapped People, ANSI A 117-1 (1977).*
  Copies of these standards may be obtained from:

  Syracuse University School of Architecture
  Research Office
  118 Clarendon Street
  Syracuse, N. Y. 13210

- Existing public and governmental facilities undergoing remodeling after January 1, 1978, should meet the ANSI standards in the entire facility if over 50% of the floor area affected is accessible to the public or employees or if the alteration costs more than 20% of the appraised value of the facility. If the alteration involves less than 50% of the floor area or costs less than 20% of the value of the facility, only the affected area and the route to the area must meet the ANSI standards.

- Existing governmental facilities shall be remodeled so as to comply with ANSI standards no later than January 1, 1982, except when such compliance is not feasible or economically reasonable as determined by the state fire marshal in consultation with the Office of Rehabilitative Services.

- All public and governmental facilities constructed or remodeled in accordance with ANSI standards shall display the international symbol of accessibility by the handicapped.

- Each state agency and political subdivision having publicly owned parking facilities must have a minimum of one specially designed and marked parking space for exclusive use by the handicapped.

An excellent source of additional information is the pamphlet:

Barrier Free Building Design; Interpretation of Act 625 of 1977.

Available free of charge from:

Library Development Division
Louisiana State Library
P. O. Box 131
Baton Rouge, LA 70821

or

P.L.A.C.E. International
14920 Tiger Bend Road
Baton Rouge, LA 70816

Summarized by: Vivian Cazayoux

SUGGESTIONS FOR FURTHER READING

Boaz, Martha T., ed. *A Living Library, Planning Public Library Buildings for Cities of 100,000 or Less.* Los Angeles: University of Southern California, 1957.

Brooks, James and Draper, James. *Interior Design for Libraries.* Chicago: American Library Association, 1979.

Corrigan, Dorothy D. and Galvin, Hoyt R. "Library Building Consulting; Problems and Ethics." *American Library Association Bulletin*, May, 1968. pp. 505-510.

Galvin, Hoyt R. and Van Buren, Martin. *The Small Public Library Building.* Paris: UNESCO, 1959.

Holt, Raymond M., ed. *An Architectural Strategy for Change; Remodeling and Expanding for Contemporary Public Library Needs.* Chicago: American Library Association, 1976.

Library Space Planning. LJ Special Report No. 1. New York: Bowker, 1976.

Myller, Rolf. *The Design of the Small Public Library.* New York: Bowker, 1966.

Phelan, Martin. "Public Library Trustee and the New Library Building." *Public Library Trustee,* May, 1970. Supplement.

X. STATE LIBRARY

Louisiana has had a State Library since 1925, when it was established by legislative act.

Every trustee should be acquainted with the vital, supportive role of the Louisiana State Library and with its capacity to contribute to the excellence of local library service. Because of it, no library board is out in the cold world all alone and no library board has to make it on its own.

The support the State Library provides is in services and special programs, not in financing a local library operation.

It has entered the folklore of Louisiana that parish libraries have fiscal ties to the State Library to the degree that if local support fails, the State Library will step in and assume the library's financial obligations. This view has no foundation in fact. Parish libraries are legally autonomous and dependent on local support for existence. However, the State Library does offer local libraries many varied services.

SERVICES

One of the most useful services to trustees is the consultant assistance which can swing into action upon the library board's request. Although library consultants visit each library on a regular schedule, they are available to boards at any time a special need arises. Consultants can assist in planning a tax election campaign, employing a new library director, setting up a new program of service, developing a construction project, or whatever the situation requires. They are available also for attendance at regular board meetings and for consultation with individual trustees by visit, telephone, or mail.

Services available to Louisiana libraries include access to a back-up book collection through interlibrary loan, reference service, book processing available by contract, and access to film and recording collections.

PUBLICATIONS

The State Library also provides an opportunity for boards to advertise jobs available through its monthly newsletter *Library Communique.* This publication goes to all libraries and trustees.

An annual directory of all public library board members and librarians is published by the State Library and distributed to trustees and libraries.

By statute, the State Library is required to request annual reports from each public library. Using the information received, the library publishes an annual statistical report, *Public Libraries in Louisiana,* which is distributed to all trustees and libraries. This publication should be looked at carefully. It is a basic help in judging the effectiveness of the local library.

SPECIAL PROGRAMS

Outreach services are available to the blind and physically handicapped through the State Library. There are books in a variety of forms--braille, disc, tapes, and large print editions. Talking Book machines are available at no cost to the user. In this program the assistance of the trustee is especially important. The trustee can be most helpful in identifying eligible local prospective users, and in publicizing the program generally. (See p.127 Appendix: **Services to Blind and Physically Handicapped.)**

The State Library has also extended service to the residents of state institutions--the mentally ill, the mentally retarded, and the imprisoned. Between 1967 and 1979, libraries were established in thirteen such institutions. After a pilot period of two years, the institution assumes full responsibility for the library operation with the State Library continuing to offer consultation and a full range of library services.

TRUSTEES CAN HELP

The State Library is an integral part of each public library's service to its community. Trustees should have a thorough understanding of the interrelationship and should interpret the State Library on the local scene. The State Library's financial support comes in part from legislative appropriation and strong identification on the local level will help to strengthen its annual budget request.

The Louisiana State Library is located on the State Capitol grounds at 760 Riverside Mall and the mailing address is:

Louisiana State Library
P. O. Box 131
Baton Rouge, LA 70821

Appendix 35

SERVICES TO BLIND AND PHYSICALLY HANDICAPPED

The Louisiana State Library provides free public library service to any person who is unable to read or handle ordinary printed materials because of visual or other physical handicap. The same service is available to agencies and institutions which serve such individuals--schools, nursing homes, rehabilitation centers, and others.

The primary service offered is through the Talking Book program. Talking Books are recordings on discs (records) and cassettes of books and magazines. Record and cassette players are available on loan. Braille and large print books are also available. All materials and equipment are mailed directly to the home or agency, and no postage is required either way.

For an individual to use this service from the Louisiana State Library, it is only necessary to have a doctor or other competent authority complete the form, APPLICATION FOR FREE LIBRARY SERVICE. The application form will show: (1) the applicant's full name and address; (2) the visual or physical handicap which prevents the applicant from reading or handling conventional printed matter; (3) a brief description of the degree of severity of the condition; and (4) the name, signature, and title of the doctor or other certifying authority. Mail the form(s) to:

Louisiana State Library
Section for the Blind and
Physically Handicapped
P. O. Box 131
Baton Rouge, LA 70821

SUGGESTIONS FOR FURTHER READING

Clear Purpose--Complete Commitment; A Long-range Program to Provide Louisianians with Library and Information Services Adequate to Their Needs, 1979-1983. Baton Rouge: Louisiana State Library, 1979.

Library Communique. Monthly newsletter of the Louisiana State Library.

XI. LIBRARY DEVELOPMENT IN LOUISIANA

STATE LIBRARY

The Louisiana State Library was established as an independent state agency in 1925 and remained so until the reorganization of the executive branch of state government mandated by the Constitution of 1974. By legislative act implementing the reorganization, the State Library was made an Office in the Department of Culture, Recreation and Tourism. The State Library Board, composed of five members appointed by the Governor, was made advisory but retained the authority to appoint the State Librarian, who must meet qualifications as stated in the state library law.

The State Library was created to meet certain of the state's educational, informational, and recreational needs. Functions of the State Library, prescribed by law include:

1. To work toward a coordinated system of parish and regional libraries throughout the state
2. To coordinate library service so as to afford schools, colleges, and universities the best free library service possible by means of interloan arrangements and the like
3. To give, on request, supervisory service to all parish, institutional, and free public libraries in the State
4. To require parish, institutional, and public libraries to file annual reports
5. To administer federal and state funds for the purpose of giving aid to libraries
6. To conduct courses of study and hold institutes

Three major divisions within the State Library perform these functions.

The **Library Development Division** plans for statewide library development and gives advice and assistance to trustees and librarians in the improvement of library service throughout the state. The State Library's consultative service provides an effective liaison between the State Library and libraries all over the state stimulating them to provide their full potential of service.

The **Readers' Services Division** serves as a backstop to the materials provided by public libraries by supplying the more technical, specialized materials which are not available locally. Questions which cannot be answered and materials which cannot be supplied at the parish or system level are transmitted to the State Library which serves as the center of an information and interlibrary loan network for the state. Of special interest is a collection of materials about Louisiana and by Louisiana authors which has been developed to answer questions relating to the state.

In addition to books the State Library also provides 16mm. sound films on a wide variety of subjects and phonograph recordings of classical, folk, and jazz music as well as nonmusical recordings such as literary, documentary, and language study recordings. For the physically handicapped there are books in a variety of forms--braille, discs, tapes, and large print editions.

The **Technical Services Division** through its centralized processing center orders, catalogs, and processes books for public and institutional libraries throughout the state. Using the advantages of large quantity book and supply buying, skilled processing personnel, and mass processing equipment and techniques, the State Library supplies participating libraries with fast, efficient book ordering, cataloging, and physical preparation services at a lower cost than it can be done locally. The center is partially supported by service fees received from member libraries. The services of the center are available to all public libraries provided they meet certain criteria and the center is able to accommodate the volume of books acquired.

PUBLIC LIBRARIES

The Louisiana State Library was instrumental in the organization of most of the parish libraries in the state and has continued to maintain a very close relationship with them. With the exception of five public libraries already located in the larger cities in 1925, all Louisiana parish and regional libraries, 57 in number, were organized by the State Library using the "demonstration" method.

With the initiative coming from the local citizens, and after the police jury had passed an ordinance establishing the library, the State Library set up the parish library and staffed and operated it for one year. The method was based on the belief that, if the people of the parish had the opportunity to experience good library service, they would recognize its value and be willing to support the service after a year's demonstration. In almost every case this proved to be true.

Most of the expense of the yearlong demonstrations was borne by the State Library. Prior to the passage of the Library Services Act in 1956, the local governing body made a substantial contribution to the cost of operation. After that time the local financial contribution to the demonstration library was reduced, but a small amount was still required in the belief that even a token sum required the commitment of the police jury.

That most Louisiana public libraries are organized as parishwide systems can be attributed to two factors: the demonstration method and the Louisiana law governing parish and municipal libraries. (See p. 11 Appendix: **Louisiana Revised Statutes 25:211-223.**)

In the 64 parishes there are 63 public libraries.* Fifty-nine of these are parishwide; one is a three-parish consolidated unit; one is a bicity library in a parish without parishwide service; and two are independent city libraries in parishes with parishwide service. (See p. 135 Appendix: **Louisiana Public Libraries.**)

In 1969 when the establishment of public libraries in every parish in the state was completed, attention was turned to new methods of improving service. Between 1966 and 1968 two experienced library consultants were commissioned to make a comprehensive study of library service in the state and to make suggestions for a future course of action. The major recommendation of the Humphry survey was the organization of library systems consisting of groups of libraries within a defined geographical area working together for the improvement of library service to all residents of the area. (See p. 137 Appendix: **Louisiana Library Systems.**)

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*The DeSoto Parish Library closed in 1978 when the library maintenance tax failed to pass.

The Louisiana Library Association committee appointed to study the Humphry recommendations endorsed the organization of library systems, but suggested that more study and experience was needed before this pattern could be applied. Following the demonstration method used successfully in the establishment of parish libraries, the State Library agreed to conduct a two-year pilot system to test and evaluate the program. All officially designated system areas were given the opportunity to apply for a grant, to be funded by the Library Services and Construction Act (LSCA), following conditions and guidelines approved by the study committee.

In April 1970, the initial grant was made to the Trail Blazer Library System of northeast Louisiana serving 13 parishes with a population of 344,421. The member libraries total 16, including 13 public and three academic libraries.

On the basis of success in the first pilot system, a second such system was funded by the State Library in October 1971. The Green Gold System of northwest Louisiana includes eight public, four academic, and three special libraries and serves a population of 418,318. A third system was funded by the State Library in April 1974. The Bayouland System of south central Louisiana includes ten public and three academic libraries, and serves a population of 622,784.

Also in April 1974 the Southeast Louisiana Library Network Cooperative (SEALLINC) was funded. Participating in this network are five public, eight academic, and six special libraries with the New Orleans Public Library serving as the reference and referral center.

Most recently in October 1979 the Heartland Library and Information Services Network was funded. This central Louisiana cooperative includes eight public, three academic, and five special and institutional libraries.

The basic objective of library systems is to make the materials in all member libraries--public, academic, and special--more quickly and easily available to the residents of the system area through interlibrary loan. To speed this service, requests are transmitted daily by telephone from member libraries to the library center, located in the largest public library in the area, which serves as the first source for filling requests. Material to fill requests is delivered twice weekly (in SEALLINC five times weekly) to all member libraries. Requests which cannot be filled within the system are transmitted by TWX to the State Library, other libraries in Louisiana, or out-of-state libraries. In addition each system has initiated other programs to meet regional interests and needs--continuing education for library staffs; local history and genealogy; programs for special groups including children, senior citizens, and adult nonreaders; and public relations.

The chief problem in maintaining the existing systems and extending this pattern of organization to the rest of the state has been financial. Until 1977 the systems were funded entirely by the State Library with LSCA funds (with the exception of limited support from local public libraries in the Trail Blazer System). Because of the uncertainty and irregularity of federal funds, the systems were unable to develop long range plans or even to maintain continuity in established programs. Consequently, beginning October 1, 1977, the three systems and SEALLINC were asked to limit their programs to the operation of an information and interlibrary loan network. In addition they are required to match with local funds a portion of the LSCA grant for system operation. This $43,000 grant is standard for all systems.

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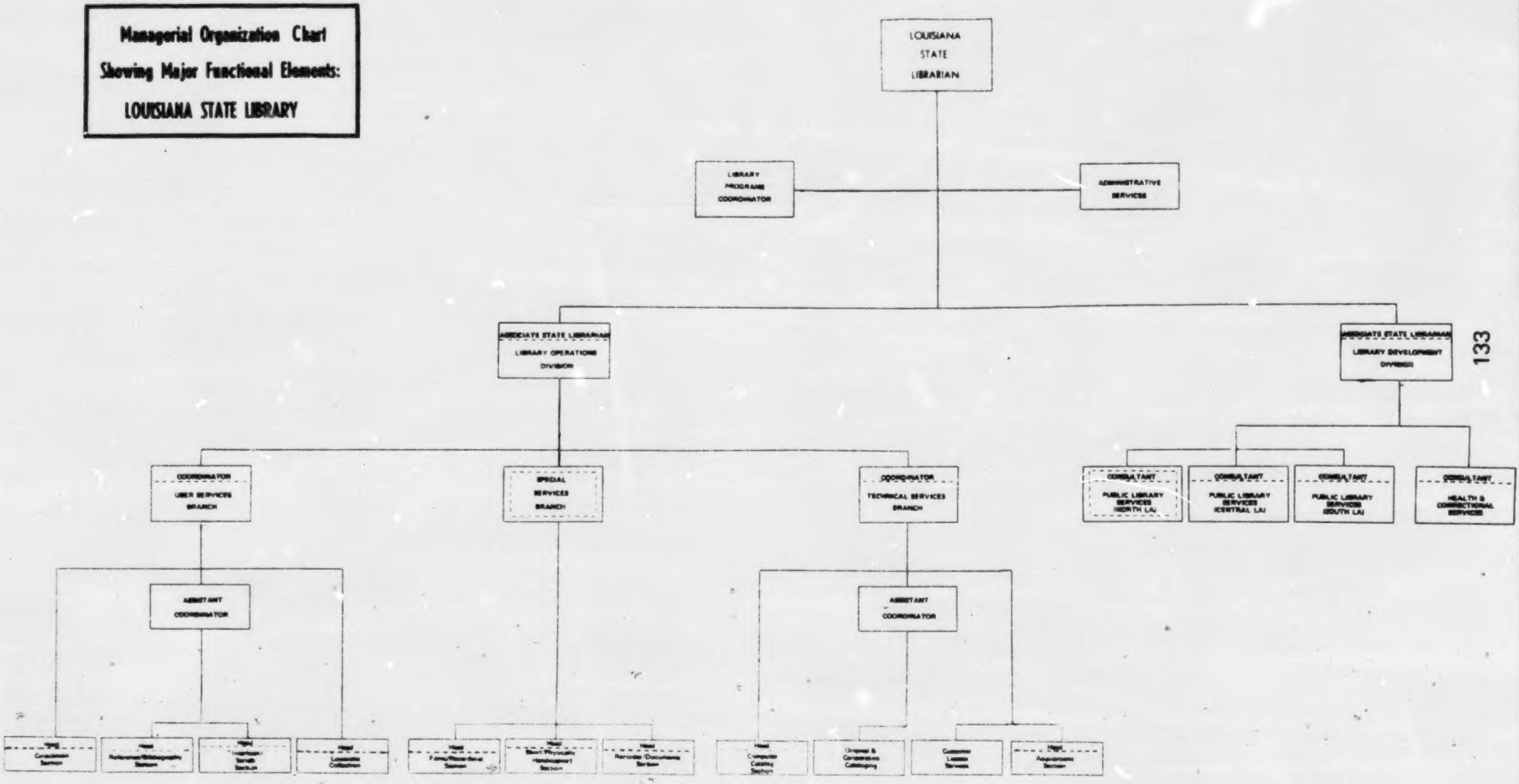
Appendix 36

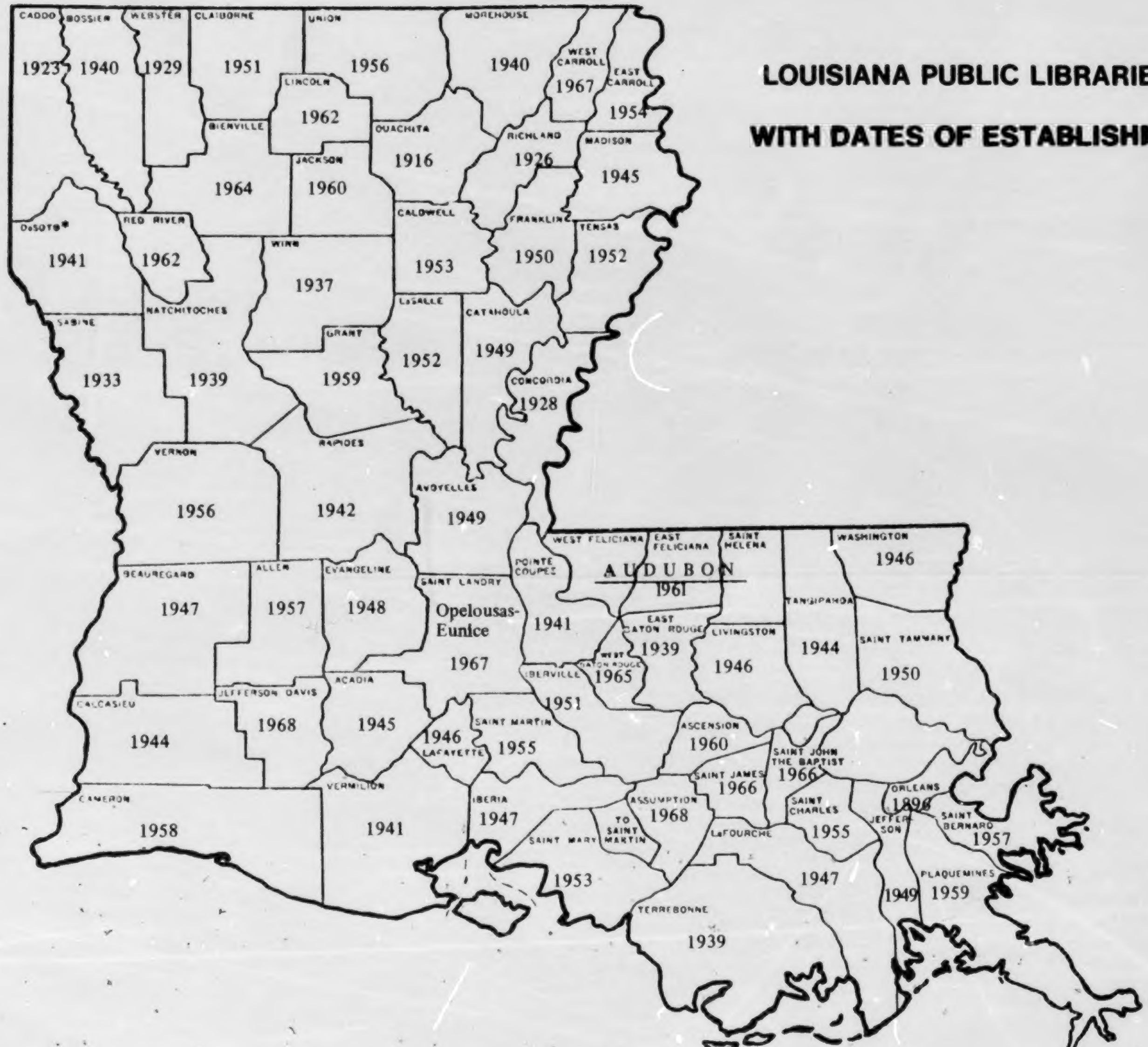
Managerial Organization Chart
Showing Major Functional Elements:
LOUISIANA STATE LIBRARY


LOUISIANA STATE LIBRARIAN
LIBRARY PROGRAMS COORDINATOR
ADMINISTRATIVE SERVICES
ASSOCIATE STATE LIBRARIAN
LIBRARY OPERATIONS DIVISION
ASSOCIATE STATE LIBRARIAN
LIBRARY DEVELOPMENT DIVISION
COORDINATOR
USER SERVICES BRANCH
SPECIAL SERVICES BRANCH
COORDINATOR
TECHNICAL SERVICES BRANCH
CONSULTANT
PUBLIC LIBRARY SERVICES (NORTH LA)
CONSULTANT
PUBLIC LIBRARY SERVICES (CENTRAL LA)
CONSULTANT
PUBLIC LIBRARY SERVICES (SOUTH LA)
CONSULTANT
HEALTH & CORRECTIONAL SERVICES
ASSISTANT COORDINATOR
ASSISTANT COORDINATOR
Head
Circulation Section
Head
Reference/Bibliography Section
Head
Serials Section
Head
Louisiana Collection
Head
Films/Recordings Section
Head
Blind/Physically Handicapped Section
Head
Records/Documents Section
Head
Computer Catalog Section
Original & Conversion Cataloging
Head
Acquisitions Section

2/80

Appendix 37

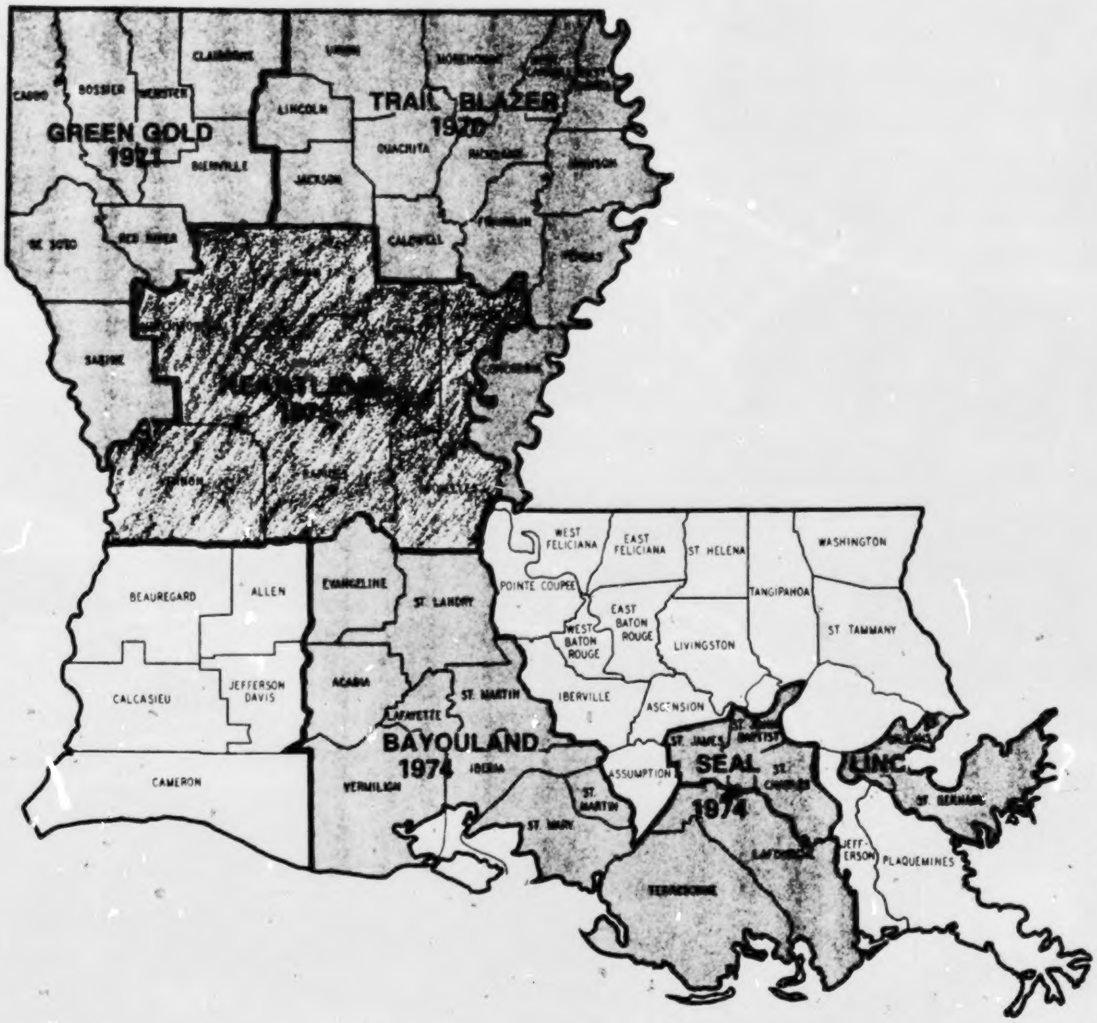
LOUISIANA PUBLIC LIBRARIES – WITH DATES OF ESTABLISHMENT


CADDO 1923
BOSSIER 1940
WEBSTER 1929
CLAIBORNE 1951
UNION 1956
MOREHOUSE 1940
WEST CARROLL 1967
EAST CARROLL 1954
LINCOLN 1962
BIENVILLE 1964
JACKSON 1960
OUACHITA 1916
RICHLAND 1926
MADISON 1945
DeSOTO* 1941
RED RIVER 1962
WINN 1937
CALDWELL 1953
FRANKLIN 1950
TENSAS 1952
NATCHITOCHES 1939
SABINE 1933
GRANT 1959
LaSALLE 1952
CATAHOULA 1949
CONCORDIA 1928
VERNON 1956
RAPIDES 1942
AVOYELLES 1949
BEAUREGARD 1947
ALLEN 1957
EVANGELINE 1948
SAINT LANDRY Opelousas-Eunice 1967
POINTE COUPEE 1941
WEST FELICIANA
EAST FELICIANA
SAINT HELENA
AUDUBON 1961
WASHINGTON 1946
TANGIPAHOA 1944
SAINT TAMMANY 1950
EAST BATON ROUGE 1939
LIVINGSTON 1946
WEST BATON ROUGE 1965
IBERVILLE 1951
JEFFERSON DAVIS 1968
ACADIA 1945
CALCASIEU 1944
LAFAYETTE 1946
SAINT MARTIN 1955
ASCENSION 1960
SAINT JOHN THE BAPTIST 1966
SAINT JAMES 1966
ASSUMPTION 1968
ORLEANS 1896
SAINT CHARLES 1955
JEFFERSON 1949
SAINT BERNARD 1957
CAMERON 1958
VERMILION 1941
IBERIA 1947
TO SAINT MARTIN
SAINT MARY 1953
LaFOURCHE 1947
PLAQUEMINES 1959
TERREBONNE 1939

*The DeSoto Parish Library closed in 1978 when the library maintenance tax failed to pass.

Appendix 38

LOUISIANA LIBRARY SYSTEMS – WITH DATES OF ORGANIZATION


CLAIBORNE
UNION
MOREHOUSE
CADDO
BOSSIER
WEBSTER
LINCOLN
TRAIL BLAZER
1970
GREEN GOLD
1971
OUACHITA
RICHLAND
BIENVILLE
JACKSON
MADISON
FRANKLIN
DE SOTO
RED RIVER
CALDWELL
TENSAS
SABINE
CONCORDIA
VERNON
RAPIDES
WEST FELICIANA
EAST FELICIANA
ST. HELENA
WASHINGTON
BEAUREGARD
ALLEN
EVANGELINE
ST. LANDRY
POINTE COUPEE
TANGIPAHOA
WEST BATON ROUGE
EAST BATON ROUGE
LIVINGSTON
ST. TAMMANY
ACADIA
ST. MARTIN
CALCASIEU
JEFFERSON DAVIS
LAFAYETTE
IBERVILLE
ASCENSION
BAYOULAND
1974
ST. JAMES
BAPTIST
SEAL
1974
ST. CHARLES
LINC
ST. BERNARD
CAMERON
VERMILION
IBERIA
ASSUMPTION
ST. MARTIN
ST. MARY
LAFOURCHE
JEFFERSON
PLAQUEMINES
TERREBONNE

Shaded areas indicate organized library systems

SUGGESTIONS FOR FURTHER READING

Dalton, Phyllis I. *Trail Blazer Pilot Library System of Northeast Louisiana: An Evaluation.* Sacramento, 1972.

Dixon, Margaret and Gittinger, Nantelle. *The First Twenty-five Years of the Louisiana State Library*, 1925-1950. Baton Rouge, 1951.

Holtman, Wilbur C. *The Second Twenty-five Years of the Louisiana State Library, 1950-1975.* Baton Rouge, 1976.

Humphry, John A. and Humphry, James. *Library Service in Louisiana, Keeping Pace with Progress in the State.* New York, 1968.

Vedder, Marion H. *Louisiana State Library Institutional Library Pilot Program, An Evaluation.* Baton Rouge: Louisiana State Library, 1975.

XII. STANDARDS

It should be understood that standards are to serve as a guide to total evaluation of public library service. A standard is a criterion against which to measure a library's quality of service.

The most recent document on standards, *Goals, Guidelines and Gauges for Public Library Service in Louisiana*, adopted by the Louisiana Library Association in 1975, is devoted substantially to principles of library service and less to actual quantitative measurements. This document is meant to be used as a tool rather than a definitive statement of what a public library should be. Library boards, librarians, and interested citizens should together study *Goals, Guidelines and Gauges for Public Library Service in Louisiana* step-by-step in order to evaluate their own library service.

The following is a simple condensation of gauges or standards presented in this document and are applicable to any size library.

THE PURPOSE OF PUBLIC LIBRARY SERVICE

The purpose of each public library in Louisiana is to provide information services and resources for all the people in the area it serves: to increase their opportunities for participation in society, to learn, to achieve self-fulfillment, to pursue careers, and to conduct research. Although each library will adopt priorities and emphases according to its community needs, goals integral to the stated purpose and common to all public libraries in Louisiana are:

To insure the availability of services to match the range of needs of all people in the community.

To provide people with the means for informal self-education and for supplementing formal education.

To serve as a recreational and cultural center for all the people of the community.

GAUGING LIBRARY SERVICES

FUNDING: Each library should plan its service program, establish the cost, and then find funds to support the program.

Local funding should be the basic source of support.

State funding is the next level of support. The continuation of state funding will require the concerted effort of all libraries, as well as strong citizen action.

Library Services and Construction Act funds administered by the State Library have provided valuable incentive for innovation and construction. Libraries must seek federal funds in competition with other agencies.

STAFF: Each library should have a library director and at least one library associate (bachelor's degree). Louisiana's public library law requires that a public library be administered by a person certified by the State Board of Library

Examiners. (See p. 13 Appendix: **Louisiana Revised Statutes 25: 215** and **222.)** One staff member is needed for each 2,000 persons in the service area.

MATERIALS: 1 volume per 5 persons should be added annually for population up to 100,000.

1 volume per 10 persons should be added annually for population over 100,000.

Systematic withdrawal of materials no longer useful is necessary to maintain relevant resources.

PHYSICAL FACILITIES: The physical facilities of a library should reflect a pattern of service to meet the informational, educational, social, and recreational needs of the area to be served.

The building should be planned for a minimum of 20 years expansion of service and community growth.

Marketing the product should be the first mission and final goal of each library.

Summarized by: Agnes Harris

Condensed from: *Goals, Guidelines and Gauges for Public Library Service in Louisiana.* Baton Rouge: Louisiana Library Association, 1975.

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